

TIP

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Testing Maintenance Employees

*Comments by Tom Ramsay
Human Resources Psychologist*

Most organizations realize the key importance of their maintenance force to the productivity and viability of their business.

Some, by virtue of high profitability, are able to assure competency by paying the highest wages to attract the most qualified persons. In such settings we have made selection procedures (job knowledge or skills tests) to enable management to determine which candidates have the requisite capabilities, e.g., knowledge of PLCs, DCSs, ladder logic, and process control equipment.

Other organizations are in tight labor markets where only a few qualified candidates are available. Still other organizations have such restrictive labor agreements that they are not permitted to hire "from the street." In both of these settings the organizations have agreed to provide training to existing maintenance workers. We then provided paper-and-pencil or hands-on tests to be used on a diagnostic basis. The organizations could then (a) select those who knew the most about the craft and showed the most proficiency, or (b) determine the basic areas for remedial training for specific work groups or individuals.

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TIP

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Psychologist

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President's Message

Frank J. Landy

This will be my last contribution to the "President's column" and the appropriate point to thank all those who helped me fulfill my obligations this year. **Neal Schmitt** and **Ann Howard** have been extremely helpful in providing a corporate memory for SIOP. They have kept me from reinventing the wheel on several occasions. **Bill Macey** and his staff at the SIOP Administrative office have also been a great help, as has been **Manny London**, our chancellor of the exchequer. Elaine Pulakos has been outstanding in keeping track of the administrative responsibilities of the society.

Fortunately, this has been a relatively calm year for our Council representatives, **Irv Goldstein**, **Paul Thayer**, **Shelly Zedeck** and **Wayne Cascio**. The craziness of past years seems somewhat subdued. Nevertheless, the fundamental tension among divisions, directorates, and constituencies remains and we are lucky to have such able representation on council.

That brings us to the committee chairs, the folks who really run the society. **Bill Balzer's** Awards Committee has had an active fall and has chosen a wonderful group of society members for our annual awards. In addition, the committee has been working on developing procedures for accepting and administering various gifts presented to the society. **Lynn Offerman** and her Committee on Committees has been hustling to build the structure for **Rich Klimoski's** term of office. In addition, Lynn has been responsible for forwarding nominations to APA for various board and committee assignments that come up during the year. **Elliot Pursell** and **Steve Doerflein** are completing their terms as chairs of the Continuing Education and Workshop Committee. There is never a slack year for these committees. They have put together an excellent program of workshops for our SIOP conference and the APA meetings in San Francisco. In addition, they have launched the first non-conference workshop, to be offered in June.

Ron Downey has done a great job as chair of the education and training committee. He has worked closely with the State Affairs Committee

and the Professional Affairs Committee on a number of issues involving practice and licensing. These three committees will jointly distribute a questionnaire shortly that will address issues of training and practice.

Don Davis has helped me to realize my ambition of broadening the international contacts of SIOP. His subcommittee on international relations has begun interactions with other similar societies outside of the U. S. Through his efforts and those of **Barbara Ellis** and **Jim Farr** we will have a broad representation of German applied psychology at the SIOP Conference. He has also been very active domestically in attempting to provide more exposure for I/O as a profession through the various print and visual media. We can all help him in this effort. Those of us at universities can take advantage of the professional staff in our public information offices. In most cases, that function is quite large and sophisticated. Give them a call, describe your research and practice, and see if they might be able to place some items in newspapers, wire services, and other outlets that will get us some additional exposure.

Rich Arvey has provided us with an exceptional slate of candidates to be nominated at the Conference for fellowship status. As we have come to expect, the Frontier Series has had another outstanding year with increased revenues from current publications and more titles added to the pipeline. The vision and administrative skills of **Irv Goldstein** are indispensable in this effort. Similarly, **Doug Bray** is following in Irv's footsteps and has made great progress on the companion Practice Series. **Allen Kraut** has been given a number of responsibilities this year, all of which he and his Long Range Planning committee (which includes our other members-at-large to the executive committee, **Jim Farr**, and **Susan Jackson**) have handled admirably. Currently, they are considering the issue of the future role for Master's degree holders in the Society, as well as considering sunset issues related to several standing committees.

Wayne Camara has done an excellent job of interfacing with the Administrative office in a number of important membership functions. He and **Bill Macey** worked together to complete the first ever membership directory which you have recently received. In addition, Wayne has begun a drive to recapture members who have let their membership lapse. In some respects, Wayne has worn several hats. In addition to his excellent work on membership issues, he has been invaluable in helping the society to interface with APA, not only with the Science Directorate but with other directorates as well as boards, commissions and the administrative structure of APA.

The professional Affairs Committee, chaired by **Margaret Ingate**, has tackled a number of issues in the past year. These issues have included comments on the revision of the Ethical Standards of the APA, the possible interface between SIOP and ABPP, and the final version of the

model licensure act as modified by SIOP. In addition, she has been working with **Ron Downey** and **Val Markos** on the development of a questionnaire related to the practice of IO Psychology to be distributed to the membership.

Our two program committee chairs have done an outstanding job. **Katherine Klein** has worked up a terrific program for APA in San Francisco and **Mike Campion** has made this year's SIOP offerings more exciting than any of its predecessors. I wonder how long we can continue to improve this conference before peaking? Speaking of the conference, I am in awe of the administrative capabilities of **Ron Johnson** in putting together the SIOP conferences each year. I have watched him not only put together this year's conference but also continue to shape the next five years. In essence, there are no less than 6 balls in the air simultaneously, all moving at different speeds and in different directions and he has not dropped any of them. He is a marvel.

There is one committee and function that is as obvious to you, the members, as it is to me. **TIP** remains the envy of other divisions. **Steve Kozlowski** has done a magnificent job of providing a resource for members to talk to each other. In addition, it provides an opportunity for the committees to talk to members. From a business perspective, **Mike Lindell** has been doing a great job as the business manager. Both revenues and subscriptions continue to increase so we have both a commercial and critical success.

The Scientific Affairs Committee, under the able direction of **Paul Sackett** has been very active as a result of the various legislative and quasi-legislative actions that have confronted the society. These include the 1990 Civil Rights Act, the Americans with Disabilities Act, the suspension of the GATB, the reports on integrity testing issued by the Office of Technology Assessment and the joint Division 14/Division 5/APA task force. There have been numerous additional responses that we have had to make regarding documents or propositions that affect the scientific foundation for what the society does. In every instance, the committee has responded quickly and effectively. It is a source of great comfort to know that we have such a responsive mechanism in the scientific affairs committee. Finally, **Val Markos** has done an outstanding job as the chair of the state affairs committee. He has worked closely with the ad hoc group appointed by Neal to consider the model licensure act. In addition, he has provided information to various state associations on licensing procedures. But most important, he successfully completed his first marathon this fall.

I should call your attention to a change in procedure. You should note that the announcement for our Society's 1992 awards is included in this issue. In the future, the awards announcement will continue to be includ-

ed in **TIP** to reduce mailing costs and make it easier to refer to award guidelines. In addition, two changes have been made to the awards since last year. First, the Society has a new award, the Ernest J. McCormick Award for Distinguished Early Career Contributions. This award will be presented on an annual basis to the most deserving individual who has made a distinguished contribution to either the science or practice of I-O psychology within seven years of receipt of the Ph.D. degree. Second, guidelines for submission for the S. Rains Wallace Dissertation Award have been changed. Details on the new award and changes to the dissertation can be found in the awards announcement. I hope that you will consider submitting your work, or nominating a society member, for one of our six highly-respected awards.

It is a shame that Richard Nixon gave such a bad smell to the term "Office of the Presidency" because that phrase accurately captures the flavor of the SIOP Presidency. Our committee structure is a thing of beauty. Everyone seems to hit the ground running, they interact effectively with each other, they respond on time with high quality procedures and are always thinking of ways to enhance the Society's response to both internal and external stimuli. This structure is very rewarding to preside over and I thank each of the chairs and their members for their efforts this year.

The issues still hanging fire at the end of my presidency include the Civil Rights Act of 1991, the administrative guidelines which will accompany the Americans with Disabilities Act, the future of the GATB, the future of integrity testing, the continuing issues of licensure and accreditation, the role of master's degree I/O psychologists in SIOP and our interactions with APA and APS. It looks as if **Rich Klimoski's** year will pass as quickly as mine did. I know he will do an outstanding job.

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CALL FOR NOMINATIONS AND ENTRIES

1992 AWARDS

of the

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY



Distinguished Professional Contributions Award

Distinguished Scientific Contributions Award

Distinguished Service Award

Edwin E. Ghiselli Award for Research Design

**Ernest J. McCormick Award for
Distinguished Early Career Contributions**

S. Rains Wallace Dissertation Award

(Deadline: 15 September 1991)

Send nominations and entries for all awards to:

Wayne J. Camara
Chair, Awards Committee
Society for Industrial and Organizational Psychology
American Psychological Association
1200 Seventeenth Street, N.W.
Washington, D.C. 20036

DISTINGUISHED PROFESSIONAL CONTRIBUTIONS AWARD

In recognition of outstanding contributions to the practice of industrial and organizational psychology.

The award is given to an individual who has developed, refined and implemented practices, procedures, and methods that have had a major impact on both people in organizational settings and the profession of industrial and organizational psychology. The contributions of the individual should have advanced the profession by increasing the effectiveness of industrial and organizational psychologists working in business, industry, government, and other organizational settings.

The winner of the award is given a certificate and a cash prize of \$500. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology that relates to his or her contributions to professional practice.

Nomination Guidelines and Criteria

1. Nominations may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association, or by any person who is sponsored by a member of one of these organizations.
2. Only members of the Society for Industrial and Organizational Psychology may be nominated for the award.
3. The letter of nomination should address the following points:
 - (a) The general nature of the nominee's contributions to the practice of industrial and organizational psychology.
 - (b) The contributions that the nominee has made to either (1) the development of practices, procedures, and methods, or (2) the implementation of practices, procedures, and methods. If appropriate, contributions of both types should be noted.
 - (c) If relevant, the extent to which there is scientifically sound evidence to support the effectiveness of the relevant practices, procedures, and methods of the nominee.
 - (d) The impact of the nominee's contributions on the practice of industrial and organizational psychology.
 - (e) The stature of the nominee as a practitioner vis-à-vis other prominent practitioners in the field of industrial and organizational psychology.
 - (f) The evidence or documentation that is available to support the contributions of the nominee. Nominators should provide more than mere testimonials about the impact of a nominee's professional contributions.
 - (g) The extent to which the nominee has disseminated information about his or her methods, procedures, and practices through publications, presentations, workshops, and so forth. The methods, procedures, and practices must be both available to and utilized by other practicing industrial and organizational psychologists.
 - (h) The organizational setting(s) of the nominee's work (industry, government, academia, etc.) will not be a factor in selecting a winner of the award.

4. If available, a current vita of the nominee should accompany the letter of nomination. In addition, the nominator should include materials that illustrate the professional contributions of the nominee.
5. Letters of nomination and all supporting materials must be received by 15 September 1991.
6. Send materials to Dr. Camara at the address shown on the first page of this announcement.

Administrative Procedures

1. Letters of nomination and supporting materials will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will review the materials of all nominees and make a recommendation concerning one or more nominees to the Executive Committee of the Society for Industrial and Organizational Psychology. Two or more nominees may be selected if their contributions involve the same or highly similar professional practices.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
4. In the absence of a nominee who is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Recent Winners of the Award

1982	John Flanagan	1987	Paul Sparks
1983	Edwin Fleishman	1988	Herbert H. Meyer
1984	Mary L. Tenopir	1989	William C. Byham
1985	Delmar L. Landen	1990	P. Richard Jeanneret
1986	Paul W. Thayer	1991	Charles H. Lawshe

DISTINGUISHED SCIENTIFIC CONTRIBUTIONS AWARD

In recognition of outstanding contributions to the science of industrial and organizational psychology

This award is given to the individual who has made the most distinguished empirical and/or theoretical scientific contributions to the field of industrial and organizational psychology. The setting in which the nominee made the contributions (i.e., industry, academia, government) is not relevant.

The recipient is given a certificate and cash prize of \$500. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology that relates to his or her scientific contributions.

Nomination Guidelines and Criteria

1. Nominations may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the

American Psychological Association, or by any person who is sponsored by a member of one of these organizations.

2. The letter of nomination should address the following issues:
 - (a) The general nature of the nominee's scientific contributions.
 - (b) The most important theoretical and/or empirical contributions.
 - (c) The impact of the nominee's contributions on the science of industrial and organizational psychology, including the impact that the work has had on the work of students and colleagues.
 - (d) The stature of the nominee as a scientist vis-à-vis other prominent scientists in the field of industrial and organizational psychology.
3. A current curriculum vita of the nominee should accompany the letter of nomination.
4. The letter of nomination should also be accompanied by supporting letters from several scientists who are familiar with the nominee's work and its contributions to the science of industrial and organizational psychology.
5. Letters of nomination and all supporting materials must be received by 15 September 1991.
6. Send materials to Dr. Camara at the address shown on the first page of this announcement.

Administrative Procedures

1. Letters of nomination and supporting materials will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will review the dossiers of all nominees and make a recommendation concerning one nominee to the Executive Committee of the Society for Industrial and Organizational Psychology.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
4. In the absence of a nominee who is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Recent Winners of the Award

1983	William A. Owens	1988	Raymond A. Katzell
1984	Patricia C. Smith	1989	Lyman W. Porter
1985	Marvin D. Dunnette	1990	Edward E. Lawler III
1986	Ernest J. McCormick	1991	John P. Campbell
1987	Robert M. Guion		

DISTINGUISHED SERVICE AWARD

In recognition of sustained, significant, and outstanding service to the Society for Industrial and Organizational Psychology.

This award is given for sustained, significant, and outstanding service to the Society for Industrial and Organizational Psychology. Service contributions can be made in a variety of ways which include but are not limited to serving as (a) an elected officer of the Society, (b) the chair of a standing or ad hoc committee of

the Society, (c) a member of a standing or ad hoc committee of the Society, and (d) a formal representative of the Society to other organizations.

The recipient is given a certificate and a cash prize of \$500 at the annual meeting of the Society for Industrial and Organizational Psychology.

Nomination Guidelines and Criteria

1. Nominations may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association, or by any person who is sponsored by a member of one of these organizations.
2. Only members of the Society for Industrial and Organizational Psychology may be nominated for the award.
3. The letter of nomination should address the nature and quality of the nominee's service contributions. A detailed history of the individual's service-oriented contributions should be provided. It should specify (a) the offices held by the nominee, (b) the duration of his or her service in each such office, and (c) the significant achievements of the nominee while an incumbent in each office.
4. A current curriculum vita of the nominee should accompany the letter of nomination.
5. The letter of nomination should be accompanied by supporting letters from several individuals, especially Society members who are familiar with the nominee's service contributions.
6. Letters of nomination and all supporting materials must be received by 15 September 1991.
7. Send materials to Dr. Camara at the address shown on the first page of this announcement.

Administrative Procedure

1. Letters of nomination and supporting materials will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will review the dossiers of all nominees and recommend a winner of the award to the Executive Committee of the Society for Industrial and Organizational Psychology.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
4. In the absence of a nominee who is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Recent Winners of the Award

1989	Richard J. Campbell and Mildred E. Katzell
1990	Paul W. Thayer
1991	Mary L. Tenopir

EDWIN E. GHISELLI AWARD FOR RESEARCH DESIGN

In recognition of the research proposal that best shows the use of the scientific method in the study of a phenomenon that is relevant to the field of industrial and organizational psychology.

The award is given to the author(s) of the best research proposal in which the scientific method is used to study a phenomenon of relevance to the field of industrial and organizational psychology. The proposal should demonstrate the use of research methods that are rigorous, creative, and highly appropriate to the study of the phenomenon that is the focus of the proposed research. The proposal should cover research that is at either the design stage or is in very early stages of pilot-testing. Proposals covering completed research should not be submitted.

The author(s) of the best proposal is (are) awarded a certificate and a \$500 prize. In addition, the Scientific Affairs Committee of the Society for Industrial and Organizational Psychology will assist the winner in both obtaining funding and locating sites for the conduct of the proposed research. This offer of assistance, however, does not obligate the award winner(s) to actually perform the proposed research. The recipient(s) of the award will be asked to present an invited address dealing with the proposal at the meeting of the Society for Industrial and Organizational Psychology.

If more than one outstanding research proposal is submitted for review, the Awards Committee may recommend that an otherwise outstanding, but not a winning, proposal be awarded honorable mention status.

Criteria for Evaluation of Proposals

Research proposals will be evaluated in terms of the following criteria:

1. The degree to which the proposed research addresses a phenomenon that is of significance to the field of industrial and organizational psychology.
2. The extent to which the proposal shows appropriate consideration of the relevant theoretical and empirical literature.
3. The degree to which the proposed research will produce findings that have high levels of validity (i.e., internal, external, construct, and statistical conclusion).

The setting of the proposed research is of lesser importance than the capacity of the study to produce highly valid conclusions about a real-world phenomenon of relevance to the field of industrial and organizational psychology. The methods of the proposed research (including subjects, procedures, measures, manipulations, and data analytic strategies) should be specified in sufficient detail to allow for an assessment of the capacity of the proposed research to yield valid inferences.

4. The extent to which the proposed research is actually capable of being conducted.
5. The degree to which the proposed research, irrespective of its outcomes, will produce information that is of both practical and theoretical in relevance.

6. The extent to which ideas in the proposal are logically, succinctly, and clearly presented.
7. The degree to which the proposal provides for the appropriate coverage and consideration of (a) research objectives, (b) relevant theoretical and empirical literature, and (c) research methods. Note that a budget for the proposed research should not be submitted.

Guidelines for Submission of Proposal

1. Proposals may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association, or by any person who is sponsored by a member of one of these organizations.
2. Proposals having multiple authors are acceptable.
3. Proposals are limited to 30 double-spaced pages. This limit includes the title page, abstract, tables, figures, etc. However, it excludes references.
4. Proposals should be prepared in accord with the guidelines provided in the third edition of the *Publication Manual of the American Psychological Association*. Note, however, that the abstract may contain up to 300 words.
5. Ten copies of each proposal should be submitted. The name of the author, affiliation (academic institution, business firm, or government agency), and phone number should appear only on the title page of the proposal.
6. No award-winning proposal (actual winner or honorable mention) may be resubmitted for review. However, non-winning entries that were submitted in previous years may be resubmitted.
7. Individuals who have previously won the award are eligible to submit proposals covering research other than that covered in their award winning proposal(s). However, to win an award a third time, the author must show evidence of having completed at least one of the two previously proposed studies.
8. Proposals must be received by 15 September 1991.
9. Send materials to Dr. Camara at the address shown on the first page of this announcement.

Administrative Procedures

1. Proposals will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will make a recommendation to the Executive Committee of the Society for Industrial and Organizational Psychology about the award winning proposal and, if appropriate, a proposal deserving honorable mention status.
3. The Executive Committee may either endorse or reject the recommendations of the Awards Committee, but may not substitute recommendations of its own.
4. In the absence of a proposal that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Recent Winners of the Award

1984	Max Bazerman & Henry Farber	1988	Award withheld
1985	Gary Johns	1989	Kathy Hanisch & Charles Hulin
1986	Craig Russell & Mary Van Sell	1990	Award withheld
1987	Sandra L. Kirmeyer	1991	Award withheld

ERNEST J. McCORMICK AWARD FOR DISTINGUISHED EARLY CAREER CONTRIBUTIONS

In recognition of distinguished early career contributions to the science or practice of industrial and organizational psychology.

This award is given to the individual who has made the most distinguished contributions to the science and/or practice of industrial and organizational psychology within seven (7) years of receiving the Ph.D. degree. The setting in which the nominee has made the contributions (i.e., academia, government, industry) is not relevant.

The recipient is given a certificate and a cash prize of \$500. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology that relates to his or her contributions to science and/or practice.

The Ernest J. McCormick Award for Distinguished Early Career Contributions is sponsored by Consulting Psychologists Press, Incorporated.

Nomination Guidelines and Criteria

1. Nominations may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association, or by any person who is sponsored by a member of one of these organizations.
2. The letter of nomination should address the following issues:
 - (a) The general nature of the nominee's contributions to science and/or practice.
 - (b) The most important contributions to science and/or practice.
 - (c) The impact of the nominee's contribution on the science and/or practice of industrial and organizational psychology, including the impact that the work has had on the work of students and colleagues.
 - (d) The status of the nominee as a scientist and/or practitioner vis-à-vis other prominent scientists and/or practitioners in the field of industrial and organizational psychology.
3. A current curriculum vita of the nominee should accompany the letter of nomination.
4. Documentation should be provided that indicates that the nominee received his or her Ph.D. degree no more than seven years preceding the awards submission deadline.
5. The letter of nomination should also be accompanied by supporting letters from several scientists and/or practitioners who are familiar with the nominee's work and its contributions to the science and/or practice of industrial and organizational psychology.
6. Letters of nomination and all supporting materials must be received by 15 September 1991.
7. Send materials to Dr. Camara at the address shown on the first page of this announcement.

Administrative Procedures

1. Letters of nomination and supporting materials will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will review the dossiers of all nominees and make a recommendation concerning one nominee to the Executive Committee of the Society for Industrial and Organizational Psychology.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
4. In the absence of a nominee who is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

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Criteria for Evaluation of Submissions

Research proposals will be evaluated in terms of the following criteria:

1. The degree to which the research addresses a phenomenon that is of significance to the field of industrial and organizational psychology.
2. The extent to which the research shows appropriate consideration of relevant theoretical and empirical literature. This should be reflected in both the formulation of hypotheses tested and the selection of methods used in their testing.
3. The degree to which the research has produced findings that have high levels of validity (i.e., internal, external, construct, and statistical conclusion). The setting of the research is of lesser importance than its ability to yield highly valid conclusions about a real-world phenomenon of relevance to the field of industrial and organizational psychology. Thus, the methods of the research (including subjects, procedures, measures, manipulations, and data analytic strategies) should be specified in sufficient detail to allow for an assessment of the capacity of the research to produce valid inferences.
4. The extent to which the author (a) offers reasonable interpretations of the results of his or her research, (b) draws appropriate inferences about the theoretical and applied implications of the same results, and (c) suggests promising directions for future research.

5. The degree to which the research yields information that is both practically and theoretically relevant and important.
6. The extent to which ideas in the research are logically, succinctly, and clearly presented.

Guidelines for Submission of Entries

1. Entries may be submitted only by individuals who are endorsed (sponsored) by a member of the Society for Industrial and Organizational Psychology, the American Psychological Society, or the American Psychological Association. The entrant need not be a member of the Society for Industrial and Organizational Psychology, the American Psychological Society, or the American Psychological Association.
2. Each entrant should submit ten copies of an article-length paper based on his or her dissertation. The name of the entrant, institutional affiliation, current mailing address, and phone number should appear only on the title page of the paper.
3. Papers are limited to a maximum of 75 double-spaced pages. This limit includes the title page, abstract, tables, figures, references, and appendices.
4. Papers should be prepared in accord with the guidelines provided in the third edition of the *Publication Manual of the American Psychological Association*. Note, however, that the abstract may contain up to 300 words.
5. The paper must be based on a dissertation that was accepted by the graduate college two years or less before 15 September 1991, with the stipulation that an entrant may only submit once.
6. The entrant must provide a letter from his or her dissertation chair that specifies the date of acceptance of the dissertation by the graduate school of the institution and that the submission adequately represents all aspects of the completed dissertation. In addition, the entrant must provide a letter of endorsement from a member of the Society for Industrial and Organizational Psychology, the American Psychological Society, or the American Psychological Association who is familiar with the entrant's dissertation. Both of these letters may be from the same individual.
7. Entries (accompanied by supporting letters) must be received by 15 September 1991.
8. Send materials to Dr. Camara at the address shown on the first page of this announcement.

Administrative Procedures

1. All entries will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will make a recommendation to the Executive Committee of the Society for Industrial and Organizational Psychology about the award winning dissertation and, if appropriate, up to two dissertations deserving honorable mention status.
3. The Executive Committee may either endorse or reject the recommendations of the Awards Committee, but may not substitute recommendations of its own.
4. In the absence of a dissertation that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

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SIOP Calendar

APS Convention—Washington D.C.	June 13-16, 1991
SIOP Workshop on Individual Assessment—Baltimore, MD Contact: Jay Thomas (503) 281-8060	June 27-28, 1991
SIOP Workshops—APA San Francisco, CA	August 15, 1991
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SIOP Remains Active in Civil Rights Legislation

The July 1990 issue of **TIP** reported the Society's position regarding the Civil Rights Act of 1990. That bill was ultimately vetoed by President Bush. All indications are that an effort will be mounted to pass another version of the bill this year. Frank Landy has contacted Senator Kennedy in an effort to provide information on the position of the Society. The text of that letter follows.

January 3, 1991

Senator Edward M. Kennedy, Chairman
Committee on Labor & Human Resources
SD-428 Dirksen Senate Office Building
Washington, DC 20510-6300

Dear Senator Kennedy:

With the start of the new congressional session, it is likely that the issues surrounding the unsuccessful attempt to pass the Civil Rights Act of 1990 will be revisited. I will not repeat the substance of my earlier correspondence with you regarding the technical problems with the last bill. Instead, I will simply urge you to take advantage of the expertise of the Society for Industrial and Organizational Psychology in the discussions that will surround attempts to draft similar legislation for consideration by the current Congress.

There is much sympathy in the scientific community for a piece of legislation that will temper the Ward's Cove decision. Nevertheless, there are certain technical issues that we simply cannot ignore since these issues were resolved with great difficulty over a twenty year period. SIOP would be pleased to help in the development of language that will permit the crafting of a piece of legislation that is acceptable to all parties. Please contact me if there is anything that I or any member of our Society can do to enhance the possibility of a successful effort to pass the Civil Rights Act of 1991.

Sincerely,

Frank J. Landy, President

FJL/jls


cc: Honorable C. Boyden Gray
Honorable Richard L. Thornburg
Honorable John H. Sununu




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Report on the 1991 SIOP Conference Program

Michael A. Campion
Program Committee Chair

The number of submissions to the SIOP Conference has grown every year since its beginning. This year 306 submissions were received, up 8.5% from 1990. Each submission was evaluated by four independent reviewers. Approximately 50% of the posters and 65% of the other submission types were accepted. Thus, the competition was slightly stiffer than previous years.

The program has 74 sessions, including 5 poster sessions. Sessions will run from 8:30 to 5:00 or 6:00 Friday and Saturday, but Sunday will start at 8:00 and end at 3:00 to allow people to catch airline flights. Typically, there are seven to eight concurrent sessions at all times, with a mix of topics and interests represented at all times. Nearly all sessions are accompanied by 50-word abstracts to briefly inform potential attendees of the sessions contents. Likewise, copies of the program were mailed out before the Conference so people could make attendance plans. Official programs will be available at the Conference.

One objective of this year was to enhance the number of scientist/practitioner sessions. Such a session was defined as: (a) a study which put science into practice or vice versa, (b) a collaboration between academic-based and nonacademic-based researchers, or (c) a session specifically devoted to addressing this topic. A special committee was formed to generate such sessions, and all other sessions submitted were reviewed for their fit with this definition. Twenty accepted sessions were identified as fitting this theme, and they will be indicated as a special track in the program.

Poster sessions were changed from 50 minutes to 1 hour and 20 minutes to allow more time for interaction.

Special thanks to the 83 committee members, especially the 7 program planning subcommittee members (Steve Ashworth, Donna Denning, Richard Guzzo, Judy Olian, Craig Russell, Robert Smither, and Hilda Wing), and the 4 graduate students and numerous clerical staff at Purdue for their work in putting together what will be a great conference.

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A Comment on the Official Position of SIOP on the Civil Rights Act of 1990

**Lance W. Seberhagen
Seberhagen & Associates**

The January 1991 issue of **TIP** did not reprint the September 7, 1990, letter that Frank Landy wrote to Congress, with assistance from Mary Tenopyr, regarding SIOP's recommendations on the Civil Rights Act of 1990. Frank decided not to reprint the September letter because it was similar to the earlier letter that he reprinted in the July 1990 issue of **TIP**. However, Frank does not realize that SIOP members hang on his every word, particularly when he, as President of SIOP, writes to Congress about the future of employment testing. Therefore, I have provided a copy of Frank's September letter, which follows my comments.

I normally agree with everything Frank says, but this time I wish his letter had contained the following points:

1. The validation of all selection procedures, regardless of disparate impact, is the best way to provide equal employment opportunity.
2. The dollars gained from using valid selection procedures are normally more than enough to offset the cost of proper test development and use. Thus, validation is not a cost but an investment.
3. The term "manifest" is not preferable to "significant" in the Act's definition of "business necessity." "Significant" is used in science to mean a nonchance and/or practical relationship, which could be applied to any type of validation study. In contrast, the courts have defined "manifest" to mean a rational, reasonable, or apparent relationship, without a formal validation study. Thus, "manifest" means essentially the same as "face validity," which is not a professionally accepted type of validity.
4. The Act should not give unqualified approval of any particular validation method or detailed validation standard. Instead, the Act should simply accept "any professionally recognized method of validation," without getting into further detail.
5. The Act should not accept personal testimonials or other casual evidence to prove the validity of employee selection procedures.

**SOCIETY FOR INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY, INC.**
Division 14 of the American Psychological Association
Organized Affiliate of the American Psychological Society

September 7, 1990

Representative Augustus F. Hawkins, Chairman
Committee on Education and Labor
2181 Rayburn House Office Building
Washington, D.C. 20515-6100

Dear Representative Hawkins:

As you may remember from earlier correspondence, the Society of Industrial and Organizational Psychology is a 2,400-member organization and a Division of the American Psychological Association, an association of over 90,000 psychologists. The members of our Society are centrally involved in employee selection issues. Our Society's publication entitled, **Principles for the Validation and Use of Personnel Selection Procedures** is commonly referred as a leading statement on the most current scientific thinking on personnel selection issues. They are frequently cited in Federal District Court cases on issues related to employment discrimination. In addition, our members conduct the research and practice that underlies legislative, judicial and administrative action at the local, state and federal level. Thus, we have followed with great interest the development of the Kennedy-Hawkins Civil Rights Act of 1990.

We have been monitoring the progress of the Civil Rights Act of 1990 as closely as possible during the discussions of this bill in both the House and the Senate. On a number of occasions, we have suggested wording changes that would make the bill compatible with the current thinking of scientists who are expert in the area of selection testing. Unfortunately, our suggestions have not yet been implemented into the language of the bill. It appears to us that the language of HR 4000 exceeds the **Griggs** doctrine and, further, that this non-**Griggs** language is technically unacceptable and at odds with professional standards. Even though there are legislative disclaimers to the contrary, it is still possible that employers might choose to adopt quotas rather than challenge what might appear to be an impossible standard of proof. For that reason, I would like to urge members of the conference committee to make the appropriate changes. Any influence you might bring to bear on this issue would be greatly appreciated. Below, I have listed our concerns.

1. In HR 4000, the term "group of practices" is ambiguous. On many (if not most) occasions, employers use combinations of tests, or test "batteries" to make hiring decisions. It is well accepted in measurement theory that a combination is often more valid than any of its pieces. In other words, the predictive power accumulates across the different components of the combination. Our concern centers on Section 4(B), i and ii. It is our fear that this important combination principle is lost and that employers will be required to show that each of the tests in the battery either has no adverse impact or sufficient validity to stand on its own, even though the battery combination is demonstrably job related. In this case, we have drowned the baby in the bath water. The employer, once again, might be tempted to either eliminate a procedure that contributes to validity or to simply make sure that there is no adverse impact. It is obvious that the best way to eliminate adverse impact is through the adoption of quotas.
2. As before, we are concerned about the eventual interpretation of the term "significant" relationship. If this is interpreted as *statistical* significance, then it substantially alters the **Griggs** doctrine. Rather than lay the groundwork for later confusion, we continue to urge the use of the term "manifest" relationship. As I indicated in an earlier letter, this battle has been fought long ago and a compromise has been reached between those representing the interests of plaintiffs and defendants in Title VII cases. The language of HR 4000 simply creates new chaos to replace order and understanding.
3. The use of the term *successful* to describe job performance creates an inappropriate dichotomy. It is a well accepted principle in our profession (a principle with wide empirical support) that performance is continuous and not dichotomous. There is not magic line that separates successful from unsuccessful performance. Rather, the generally accepted principle is that higher scores imply higher performance. This principle is clearly stated in the document that has been widely cited in Title VII litigation and published by our Society. This document to which I refer is titled *Principles for the Validation and Use of Personnel Selection Procedures*, published in 1987. The following statement appears on p. 24 of that document:

"If a selection instrument measures a substantial and important part of the job reliably, and provides adequate discrimination in the score ranges involved, persons may be ranked on the basis of its results."

It is clear from this statement that ranking of candidates from the top scorer to the bottom scorer should be the rule rather than the exception. For this reason, we are concerned about the implications of the

term "successful" performance in HR 4000. In addition, this terminology might suggest that the standard for comparison is *minimal* qualifications necessary to perform the job. Griggs, on the other hand, permitted employers to adopt higher standards rather than only minimal ones.

4. The term "performance on the job" also creates problems. As we have stated previously, many employers have legitimate concerns with employee behaviors such as absenteeism, tardiness, accident rate, and turnover. In fact, many of these outcomes are more closely related to employer profitability or effectiveness than more traditional measures of performance. For that reason, we fear that the term "job performance" is too restrictive and would like to see the concept expanded to include all relevant job behaviors (including those listed above).
5. Finally, one might construe the language in HR 4000 specifying performance on the job to imply that a new validation study must be conducted for each and every job in each and every situation. This principle has been dubbed "situational specificity" and has been clearly abandoned by our profession. The cornerstone of applied prediction (and in fact, of all science) is the notion of generalizability. We conduct research *in order to apply the results to similar situations*. This is just as true in employee testing as it is in cancer research. In medical research, when the clinical trials are completed and the results satisfactory, the drug is presented for use in a range of situations that involve particular symptoms. One does not conduct new clinical trials in each city with each doctor for each patient. The same is true in testing. When we have gathered sufficient evidence to demonstrate that a particular test is predictive of performance for a job title or job family, it is not necessary to "revalidate" that test for similar uses in other settings. To be sure, one would require that the test user demonstrate the similarity of the situations (e.g., through a comparison of job analysis results), but a new validation study would not be required. This principle is the cornerstone of the concept validity transport, a concept well recognized in both professional (e.g., SIOP Principles) and administrative (e.g., Uniform Guidelines) documents. We urge that the use of the term "the" job be clarified so that there will be no argument about the concept of validity transportability, as currently addressed in the Uniform Guidelines.

As scientists heavily involved in the development and administration of tests, we can see the logic behind the Civil Rights Act of 1990 and, in principle, are in favor of this type of legislation. Our concerns are with language that may do more harm than good. Once again, we urge you to adopt language defining "business necessity" that we proposed in earlier correspondence.

"The term 'required for business necessity' means shown to be (1) predictive of or significantly correlated with work behavior(s) comprising or relevant to the job or job family for which the procedure or combination of procedures is in use, of (2) representative of one or more important components of the job, or (3) otherwise manifestly and demonstrably job related."

We encourage the conference committee to consider these suggestions. We stand ready to assist in any way in the further development of the Civil Rights Act of 1990.

Sincerely,

Frank J. Landy, President

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OHRC VIEWPOINT: **Recycling Employees:
A Strategy For
The Recession**

by Adela Oliver, Ph D
President
Oliver Human Resource Consultants, Inc.

The worst is happening. Deeper and deeper cuts are being made by companies in their fight to break even during this recessionary period. It's time companies considered a formerly unthought of proposition: rather than firing, is there another internal role the threatened employee could take instead of being forced onto the unemployment line? Would the individual take this position if it means a slide in seniority and pay?

The common view is that it is degrading to be offered a lesser position. But in today's economic times, employees might not see such a move as totally aversive to their best interests. Moreover, some, particularly those in dead end posts, might be very grateful to "start again" in a new career path, even though it initially involved a downward move.

Some companies may see such a recycling program as unethical. Some believe that people should only move one way — up or out. Yet many would consider recycling a humane gesture, in light of the present economic conditions. The idea of recycling employees as a recession strategy can be viewed as enlightened individual and organizational development. At the very least, it is worthy of consideration.

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Justice Department Memo on 1989 Supreme Court Civil Rights Decisions (February 7, 1991)

MEMORANDUM FOR THE ATTORNEY GENERAL

Re: Impact of 1989 Supreme Court Decisions

This responds to your request for a report regarding the impact of the Supreme Court's major civil rights decisions of 1989. Following the decisions, the President assigned to the Department of Justice responsibility for monitoring their impact to determine whether corrective legislation was necessary. As you know, the Administration previously concluded in light of this monitoring that legislation was appropriate to address *Patterson v. McLean Credit Union*, 109 S. Ct. 2363 (1989), and *Lorance v. AT&T Technologies, Inc.* 109 S. Ct. 2261 (1989). The Civil Rights Division has continued to monitor the application by lower courts of *Price Waterhouse v. Hopkins*, 109 S. Ct. 1775 (1989), *Martin v. Wilks*, 109 S. Ct. 2180 (1989), and *Wards Cove Packing Co. v. Atonio*, 109 S. Ct. 2115 (1989). This memorandum summarizes our findings thus far. Attached to the memorandum are summaries of the significant decisions pursuant to each case.

In *Price Waterhouse*, a plurality of the Court held that in a case in which the employer had multiple motives for an employment decision, if the plaintiff shows that one of those motives was the impermissible consideration of sex or race, the burden then shifts to the employer to persuade the court that it would have made the same decision even if it had not considered the impermissible criterion. The decision has worked favorably for the plaintiffs: of the reported lower court decisions in the 18 months since the *Price Waterhouse* decision, 15 of 19 have been victories for plaintiffs. This is not surprising, given that the approach taken by the Court (Justice Brennan wrote the plurality) was as or more favorable to plaintiffs than the approach taken by 8 of the 11 court of appeals to address the issue. And in the four cases plaintiffs lost, they would likely have lost before *Price Waterhouse*. The victorious plaintiffs have included Ann Hopkins, the plaintiff in *Price Waterhouse*, who won a substantial backpay award, attorney fees, and partnership in her accounting firm. Accordingly, our analysis reveals that mixed motive cases can still be brought and won.

In *Wilks*, the Court held that individuals who had not been parties to a decree could file a lawsuit challenging a Title VII decree as unlawful quota relief that diminished their employment opportunities. We have monitored the impact of this decision to determine whether it would result in the wholesale disruption of employment discrimination decrees. It does not seem to have produced this result. Thus far, a year and a half

after the decision, three Title VII decisions have been reported in which *Wilks* played a major role. None of these decisions overturned a decree. While *Wilks* has allowed a number of claims to be filed, it is hard to see who those plaintiffs are not entitled to their day in court. Only meritorious suits—i.e., ones in which a court found a violation of the law in the challenged consent decree—would ever result in the decree being overturned.

Wards Cove clarified the evidentiary burdens in cases brought under Title VII of the Civil Rights Act of 1964, 42 U.S.C. 2000e *et seq.*, alleging that an employer's practices have disproportionately excluded individuals—albeit not intentionally—on the basis of race, color, religion, sex, or national origin. We have been monitoring Title VII disparate impact cases available through computer-based research decided in the eighteen months since *Wards Cove*. From the decisions we have reviewed, we have identified 41 in which the elements of *Wards Cove* were discussed as a significant basis of the decision. Of these cases, 11 are not relevant to an analysis of the impact of *Wards Cove* because plaintiffs failed to show a statistical imbalance at all. These cases would have failed under *any* standard: pre-*Wards Cove*, post-*Wards Cove*, or even the standard found in the bill vetoed by the President. The remaining 30 decisions have divided fairly evenly between plaintiffs and defendants. Plaintiffs have been able to present prima facie cases of disparate impact and, where final decisions have been rendered, they have been able to win cases with fact situations like those they won prior to *Wards Cove*. In all, there have been 11 rulings favorable to plaintiffs, including nine decisions on the merits after a full application of the *Wards Cove* principles. During this same eighteen month period, five decisions resulted in nonfinal rulings, and defendants prevailed in the remaining 14. It should be noted that the cases that defendants won would generally have been decided that way before *Wards Cove*; for instance, two simply affirmed decisions in which district courts had held for defendants prior to *Wards Cove*.

While numbers cannot tell the full story, our reading of the cases indicates that since *Wards Cove* courts have continued to examine carefully the business justification for challenged practices. They have invalidated written and oral promotion and selection tests, teacher certification examinations, reliance on word of mouth hiring, the allocation of too much discretion to those making hiring decisions, excessive reliance on interviews, and a residence requirement for applicants for municipal employment. And, in two cases, courts invalidated practices because comparable alternatives existed that would not produce the same disparate impact on minorities. These decisions demonstrate that legitimate disparate impact claims can still be brought and won.

Let me add a few caveats. No amount of monitoring will ever yield "scientific proof." We are necessarily limited to published decisions, or those that can be uncovered through computerized research; and, some of the decisions counted are not final judgments. More fundamentally, of course, we must keep in mind that the objective of Title VII and other civil rights statutes is to eliminate discrimination in the workplace and not necessarily permit any particular proportion of plaintiffs or defendants to prevail.

/s/ John R. Dunne
Assistant Attorney General
Civil Rights Division

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Is Significance Testing on the Way Out?

Allen Huffcutt
Texas A & M University

Undoubtedly, traditional null-hypothesis significance testing has become a way of life for those of us doing social science research. If results of a particular study are significant, we conclude that a relationship exists between our variables; if not significant, we conclude that no relationship exists (see Oakes, 1986).

The onset of meta-analysis (Hunter & Schmidt, 1990; Hunter, Schmidt, & Jackson, 1982) challenges traditional significance testing. As Frank Schmidt (1990) points out, meta-analysis is not just another new statistical technique; rather, it is a major change in the way we view the entire research process. At both the individual study level and review level, Hunter & Schmidt (1990) advise against the use of significance testing.

Significance testing is most effective when there is no real effect/relationship in the population being studied. By assuming no relationship (i.e., the null distribution), the probability of any one study finding significant results by chance alone (a Type I error) is minimized. Typically, this is limited to one chance out of 20 ($\alpha = .05$).

The problem arises when there is a real effect/relationship in the population. Significance testing does not control the sensitivity (i.e., power) of studies to find a real relationship. As Hunter and Schmidt (1990) point out, many small sample studies (the norm in psychology) have a low chance of finding a real relationship, often less than 50%. Moreover, artifacts like sampling error and range restriction serve to both reduce the magnitude of observed correlations and give the superficial appearance of a wide variability in coefficients across studies.

Thus, given a real population effect, it appears that some portion of studies may simply fail to reach significance (a Type II error). To illustrate this, Schmidt (1990) randomly drew 21 samples ($n = 68$) from a large dataset ($N = 1,428$) where the correlation between clerical aptitude and job performance was .22; wide variability resulted with only 8 of 21 studies reaching significance (the dataset was from Schmidt, Ocasio, Hillery, & Hunter, 1985; for a similar example using computer simulation, see Hunter & Schmidt, 1990).

This problem becomes compounded at the review level where results across studies are summarized. The typical methodology is to count the number of studies with significant results and compare that to the number of studies where results were not significant (see Hunter & Schmidt, 1990). Reviews conducted in this manner may fail to find a true

population effect since at least some of the studies are likely to artificially fail to reach significance. In fact, many of these past reviews have concluded that the effect was present in some circumstances and not present in others (Hunter & Schmidt, 1990). Naturally, this leads to an often frustrating search for moderating variables.

So what is the alternative? At the level of individual studies, Hunter and Schmidt (1990) advocate a philosophical change in the way results are viewed. Significance testing yields a definite significant/nonsignificant conclusion for each study. They propose that much less credence be placed in individual studies. As Frank Schmidt (1990, p. 13) states, "Therefore any individual study must be considered only a single data point to be contributed to a future meta-analysis."

If individual studies must be evaluated, Hunter and Schmidt (1990) recommend confidence intervals instead of significance testing. Consider study 30 from their simulation, which had a nonsignificant correlation of .31 ($n = 26$). Significance testing yields the definitive conclusion that no relationship exists between the two study variables. The 95% confidence interval ($.04 < p < .66$) provides the same information (i.e., that $p = 0$ cannot be ruled out), but also indicates a high degree of uncertainty due to the wide range. Since this study was drawn from a population where the correlation was .33, Hunter and Schmidt's (1990) point that an uncertain conclusion is better than a false one is well taken.

At the level of review where results are cumulated across studies, Hunter and Schmidt (1990) recommend meta-analysis instead of significance counting. Essentially, results (e.g., correlations) from all studies are averaged, accounting for sample sizes and artifacts. An average effect (e.g., correlation) is calculated, and variability across studies is adjusted for sampling error. The presence of moderator variables is suspected only if substantial variability across studies remains after correction for sampling error (Hunter & Schmidt, 1990). In both the above examples where small samples were taken from a large population, meta-analysis correctly identified the population value and did not indicate the presence of a moderator variable.

In conclusion, it appears that a formidable challenge has been mounted against traditional significance testing. Whether or not this challenge is successful remains to be seen. Perhaps there is a middle ground, as Guzzo has suggested (see Adler, 1990). Or perhaps, as the famous singer/songwriter Bob Dylan once wrote, "The times they are a changing."

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Workplace Ethics: R & D Issues for I/O Psychologists¹

Gary B. Brumback, Michele Brock, & Carole Vitale
Center for Management Excellence
U.S. Department of Health and Human Services
Washington, D.C.

Ethics is often on a moral holiday from American workplaces. Headlined scandals merely skim the surface of all wrongdoing in business and government at any moment. Much wrongdoing goes unreported. Worse still, there is a vast amount of wrongdoing that is not egregious or illegal; it is "just" unethical, easily rationalized, easily habituated, and very possibly the stepping-down stones to the egregious.² If worsening bottom lines and budget deficits continue through this decade, ethics may go on an extended leave of absence.

For ethical behavior to be a work habit, it must have institutional support because situational factors such as upside-down incentives contribute more to wrongdoing than do personal factors such as moral rationalizations.³ As the saying goes, it takes an opportunity to make a thief. This does not absolve personal responsibility; it adds organizational responsibility to be an ethical workplace.

A decline in ethics need not be inevitable. While ethics is indeed easier said than done, there are numerous approaches that can be considered for institutionalizing ethics. However, there are usually several issues associated with any particular approach. There are also a number of more basic issues independent of approach.

We have been identifying and accumulating a compendium of such issues. The first author made a list that is oriented toward government, but many of the issues also apply to business.⁴ Consider this issue, for example: Should an employer formalize accountability for ethical behavior by all employees, and if so, how, by incorporating an ethics factor into the performance management system(s) used, and/or by other means?

¹Opinions expressed in this article are the personal ones of the authors.

²Brumback, G. B. (in press). Institutionalizing ethics in government. *Public Personnel Management*.

³Brumback, G. B. (1989, November). It takes two to wrong do. Paper presented at the national conference on ethics in government sponsored by the American Society for Public Administration, Washington, D.C.

⁴Brumback, G. B. (in press). op cit.

Then there is the business ethics research agenda that Kahn developed with the help of 32 researchers from a variety of disciplines.⁵ Many of Kahn's agenda items were also judged by the staff of our center to be relevant to government.⁶

The reason we draw your attention to the fact that such issues exist is because it appears that workplace ethics as a problem area has generally been neglected by I/O psychologists. That there were two sessions on ethical matters at SIOP's 1990 annual meeting is an encouraging, *small* sign of interest, which could also be said, we presume, of the literature if it were to be searched for writings by I/O psychologists on the subject.^{7,8} Relatively speaking, though, it is more discouraging to (a) note that of the 32 researchers plus Kahn, only four of them are listed in APA's 1990 membership register, and only one of them is listed as an SIOP member, (b) see in the special 1990 issue of the *American Psychologist* on organizational psychology that among four major theme sections and 17 articles within them, none focused on workplace ethics, and (c) hear that an insignificant number of I/O psychologists included ethics as a specialty area in the latest survey of SIOP members.^{9,10}

Joel Lefkowitz, writing in a recent issue of *TIP*, reasons that the scientist-practitioner model for training I/O psychologists is responsible for the relatively few contributions our field has made regarding ethical issues.¹¹ Perhaps so, but his reasoning does not explain the interests of the first author who was trained under that model. Another explanation may be that there is a miniscule number of opportunities for I/O psychologists to contribute. For example, you will find very little funding support for R & D on workplace ethics out of the billions of dollars of federal grants available (e.g., nearly \$125 billion dollars in FY 1990).

⁵Kahn, W. A. (1990). Toward an agenda for business ethics research. *Academy of Management Review*, 15, 311-328.

⁶Brumback, G. B., Vitale, C., & Brock, M. (1990, August). Toward an agenda and resources for research on ethics in government. Paper presented at the annual meeting of the Academy of Management, San Francisco.

⁷Arvey, R. (1990, April). (Chair). Panel discussion: Professional and ethical conflicts in the practice of I/O psychology. Annual meeting of SIOP, Miami Beach.

⁸Ravlin, E. C. (1990, April). (Chair). Symposium: Ethical issues in industrial/organizational psychology. Annual meeting of SIOP, Miami Beach.

⁹*American Psychologist*. (1990). Special Issue: Organizational psychology. 45.

¹⁰Personal communication between first author and Ann Howard.

¹¹Lefkowitz, J. (1990). The scientist-practitioner model is not enough. *The Industrial Psychologist*, 28, 47-51.

We have been discussing the funding problem and absence of a programmatic thrust in this problem area with the U.S. Office of Government Ethics. It has no funds for any R & D initiatives, but we hope to stimulate interest in convening a consortium of appropriate federal agencies and other concerned parties to explore possibilities, such as the establishment of an independent, National Institute on Workplace Ethics for supporting various initiatives within an agenda shaped by all concerned parties. Another idea, probably unrealistic, would be to seek passage of a national resolution for a Decade of Lifting Workplace Ethics, like the resolution for the brain in the 1990's that is energizing brain researchers (it might take a double-decade for ethics).

About Our Center

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¹²Carol Vitale was a Summer 1990 Fellow with the Center, returning afterwards to Suffolk University to complete her masters degree.

¹³Information about the ethics issues and/or the Center's fellowship program may be obtained by writing the first author at 200 Independence Avenue, S.W., Room 508-F, Washington, D.C. 20201.

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HUMAN RESOURCES CONSULTING

Team Decision Making in Organizations: A Conference Report

Richard A. Guzzo
University of Maryland

Teams work. Many teams at work make ongoing, consequential decisions as part of their task. And their decision making is influenced by factors such as ambiguity, workload, time constraints, and characteristics of the organizational system in which teams are embedded. These issues were the focus of the conference "Team Decision Making in Organizations" held January 24-25, 1991 at Maryland.

The origins of the conference go back to SIOP's Scientific Affairs Committee when under the direction of **Richard J. Klimoski**. The committee identified the topic of teams and decision making as a leading issue in organizational research and took on the task of facilitating scientific advancement in this area. Consequently, **Ruth Kanfer** and **Gerald Greenberg** became involved and eventually resulted in a plan for the conference which I coordinated with **Eduardo Salas**. The conference was jointly sponsored by SIOP, the Department of Psychology of the University of Maryland, and the Naval Training Systems Center.

The conference had a unique two-part format. The first day saw seven work-in-progress presentations by researchers active in this area. The presentations, open to the public on the Maryland campus, were made to a small but sophisticated audience primarily from universities and government agencies. The format permitted considerable interaction between presenters and audience. On the second day the participants worked in private. For the better part of the day an enthused, informed discussion was conducted for the purpose of identifying critical issues in theory and research on teams and decision making.

The participants and their presentation topics were: **Daniel R. Ilgen** and **John R. Hollenbeck**, Michigan State University: "Team and Individual Decision Making: A Composition Model"; **Joseph E. McGrath** and **Andrea B. Hollingshead**, University of Illinois: "Interaction and Performance in Computer-Assisted Work Groups"; **Ben B. Morgan, Jr.**, University of Central Florida: Teamwork Stressors: Implications for Team Decision Making"; **Robert M. McIntyre**, Old Dominion University: "Decision Making and Performance in Tactical Teams: Lessons Learned"; **Michael Coovert**, University of South Florida: "Modeling Team Functioning for Performance Measures"; **Dean Tjosvold**, Simon Fraser University: "Constructive Controversy in Managing Crises"; and **Eduardo Salas** and **Janice Cannon-Bowers**, Naval Training Systems Center: "Instructional Strategies for Team Decision Making."

Performance and decision making by teams in organizations is indeed a complex matter, only part of which could be captured in a conference such as this. Nonetheless, I believe the conference was successful in achieving certain major objectives. The conference brought together leading researchers in the topic area to work together in a manner otherwise unattainable. The conference also helped develop and promote integration among existing research programs by defining essential issues in the study of team performance and team decision making and by targeting important issues for future research. These issues include (but are not limited to) the impact of the organizational context, the influence of work load, time constraints, and other stressors, and the consequences and management of distributed expertise in groups. The importance of varied research methods for studying teams also was stressed.

Generally, I think conferences in which a limited number of researchers intensively interact in close quarters is a great way of promoting coherence among emerging research programs and setting common sights for tomorrow's research. The biggest drawback of this route to promoting good science would seem to be its inefficiency: It would take many conferences to cover all the territory of team decision making in organizations (or any other topic of comparable magnitude) and resources to support such conferences are limited. Nonetheless, that does not mean they should not be tried.

Personally, I want to again thank those who made this event happen—the sponsors, the participants, and those who entrusted to me responsibility for the conference.

If you would like a directory of participants in the Team Decision Making in Organizations conference please contact me at Department of Psychology, University of Maryland, College Park, MD 20742.



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German Unification: Implications for Industrial/Organizational Psychology in Europe

Barbara B. Ellis
University of Texas at El Paso

James L. Farr
Pennsylvania State University

The recent political and economic changes in Europe will undoubtedly bring changes for European Psychology. Although unification of the two Germanys occurred only a few months ago, this historical event has already resulted in new challenges for Industrial/Organizational psychologists. We are pleased to announce that at the SIOP convention to be held in St. Louis in April, 1991, a group of prominent German scholars will discuss the influence of German unification on Industrial/Organizational Psychology in Europe. This symposium, sponsored by the International Affairs Subcommittee under the auspices of the External Affairs Committee, is one in a series of events designed to promote cooperation and collaboration between I/O psychologists throughout the international community. The variety of subjects addressed by the symposium and participants should appeal to a diverse audience. Dr. Michael Frese, Professor of Psychology at the University of Munich, will present the results of a study that examined work stress as a function of the changing working conditions among East German workers. Dr. Siegfried Greif, Professor of Psychology at the University of Osnabrück, will discuss future trends in I/O psychology in Europe. Dr. Heinz Schuler, Professor of Psychology at Hohenheim University, will address the challenges for human resources management as a function of the recent political and economic changes in Europe. Dr. Klaus Peter Timpe, Professor of Psychology at the Humboldt University of Berlin (formerly East Berlin), will discuss the state of Engineering Psychology in 'East Germany'. Dr. Bernhard Wilpert, editor of *Applied Psychology: An International Review* and Professor of Psychology at the Berlin University of Technology, will present a paper on the changing context of organizational psychology and the need for organizational development as a result of unification. This symposium is being supported by grants from the German Research Society (Deutsche Forschungsgemeinschaft).

We anticipate that this event will be illuminating for those of you who have research interests in organizational psychology, engineering psychology, personnel psychology and human resources management, and to those of you who want to be well-informed citizens of the world. This symposium will provide an excellent opportunity for you to meet and interact with these distinguished speakers, and we hope that this contact will foster future collaborative efforts with our German colleagues.

Program for Sixth Annual SIOP Doctoral Consortium

Greg Dobbins
The University of Tennessee

Bob Vance
The Pennsylvania State University

The program for the 6th Annual SIOP Industrial and Organizational Psychology Doctoral Consortium has been finalized and contains an impressive list of speakers. We feel that the program is one of the best ever and should be a great learning experience for upper-level graduate students. Speakers were selected based upon their contribution to the field and their ability to represent unique perspectives.

The consortium will be held on Thursday, April 25, 1991, at the Adam's Mark Hotel. **Advance registration is necessary to attend the consortium.** The schedule of activities will be as follows:

8:00-9:45	Registration, Welcome, and Breakfast
8:45-9:30	Breakfast Speaker: Pat Dyer, IBM Title: The I/O Psychologist in the Real World
10:00-11:30	Concurrent Morning Sessions Session 1: Jerry Ferris, University of Illinois. Title - Personnel/Human Resource Management: A Political Influence Perspective Session 2: Art Brief, Tulane University, and Jennifer George, Texas A&M University. Title - Studying Organizational Spontaneity
12:00-12:45	Lunch
12:45-1:30	Luncheon Speaker: Bob Howell, Rice University. Title: Is It Worth Publishing?

Session 3: Jerry Greenberg, Ohio State University. Title - **Organizational Justice**

Session 4: George Thornton, III, Colorado State University. Title - **What we know and don't about assessment centers: Implications for research and practice.**

Panel Discussion
Topic: Issues in Professional Development

We would like to thank all of the presenters who have graciously agreed to participate. It is through their dedicated involvement that we can continue to offer an outstanding program to graduate students. If you have any questions about the consortium, please contact either Greg Dobbins (615-974-1669) or Bob Vance (814-865-3313).

Journal of Occupational Psychology	
Contents of Volume 64, Part 2, June 1991	
Work factors and health: The predictive role of pre-employment experiences — R. Kalimo & J. Vuori	
Candidates' reactions to assessment centres and their outcomes: A longitudinal study — C. Fletcher	
Predictors and outcomes of different patterns of organizational and union loyalty — C. Fullagar & J. Barling	
Modelling the role of pay equity perceptions: A field study — T. P. Summers & W. H. Hendrix	
The discriminant validity of the Leader Reward and Punishment Questionnaire (LRPQ) and satisfaction with supervision: A two-sample, factor analytic investigation — C. A. Schriesheim, T. R. Hinkin & L. R. Tetrault	
Personal and situational characteristics influencing the effectiveness of transfer of training improvement strategies — A. Tziner, R. R. Haccoun & A. Kadish	
Estimating the standard deviation of professors' worth: The effects of frame and presentation order in utility analysis — P. Bobko, L. Shetzer & C. Russell	
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Update on the APA Convention: San Francisco, August 16 - 20, 1991

Katherine J. Klein
APA Program Chair, SIOP

SIOP's APA Program Committee has just submitted SIOP's program to APA for inclusion in the APA Convention in San Francisco this August (August 16-20, 1991). The program looks terrific! Submissions were up this year and subsequently, our acceptance rate was down a bit. Thus, we're looking forward to a really high quality program.

Some of the highlights include:

- A symposium on integrity testing with Wayne J. Camara, Lewis R. Goldberg, Lee B. Sechrest, Robin Inwald, Richard Klimoski, Gerald Borofsky, and Benjamin Kleinmuntz.
- A symposium on personality and job performance with Walter W. Turnow, Harrison G. Gough, D. Douglas McKenna, Leaetta M. Hough, Ronald C. Page, Lyle B. Spencer, Robert H. Sharron, and Richard D. Arvey.
- A symposium on multi-rater assessment systems with David P. Campbell, Brian Davis, Dianne Nilsen, Robert E. Kaplan, and Gordon J. Curphy
- A symposium on occupational classification for career development with John L. Holland, Michael A. McDaniel, Robin R. Ashbey, Donald G. Sytowski, Gary D. Gottfredson, Beverly A. Tarulli, and David P. Campbell.
- A symposium on the contributions of psychology to sports management with Larry Fogli, Terry W. Mitchell, Jerry R. May, Bruce C. Ogilvie, and discussants Dan Finnane (of the Golden State Warriors) and Sandy Alderson (of the Oakland Athletics).
- A symposium on organizational issues for the future with Charles O'Reilly, Karlene Roberts, Jonathon Leonard, Robert E. Cole, and Christina G. Banks.
- A symposium on the impact of computerized technology at the individual, workgroup, and organizational levels with Jeffrey McHenry, Steven D. Ashworth, Marc B. Sokol, Barbara A. Gutek, Katherine J. Klein, and Louis G. Tornatzky.
- An invited address on international Industrial and Organizational Psychology (focusing on China) by Robert Beck, Vice President of Human Resources for the Bank of America.
- A conversation hour on work and the family with Sheldon Zedeck.

- A conversation hour on new approaches to labor-management cooperation with Wayne Cascio.

Putting together SIOP's APA program is educational, stimulating, a lot of fun, and a lot of work. The APA Program Subcommittee—Christina Banks, Paul Hanges, Pamela Kidder and Janice Rouiller—did much to heighten the education, stimulation, and fun of the process while reducing the work. Thank you!

Thanks, too, to a terrific program committee who both prepared and reviewed proposals to the convention: Marcia Avedon, Rodger Ballentine, Lilly Berry, John F. Binning, Howard Carlson, Maryalice Citera, Mike Coover, Bill Cunningham, Dennis Doverspike, Robert D. Dugan, John Fleenor, Larry Fogli, Scott Fraser, Jocelyne Gessner, Jerry Greenberg, Rosalie Hall, Neil Hauenstein, Patrick Hauenstein, Andrea Konz, Galen Kroeck, Gerry Ledford, Jeffrey McHenry, Don Mankin, Harld Manger, Michael Mercer, Terry Mitchell, Jim Outtz, Nester Ovalle, Ronald Page, Elizabeth Ravlin, Susan Reilly, Joan Rentsch, Loriann Roberson, Nancy Rotchford, Hendrick Ruck, Joyce Russell, Jim Sharf, Ron Silzer, Mark Sokol, Mark Somers, M. Susan Taylor, Susan Taylor, Jay Thomas and Craig Williams.

Finally, a troop of University of Maryland I/O graduate students were indispensable in getting SIOP's APA program together: Lori Berman, Greg Bodzioch, Eric Braverman, Efrat Elron, Katie Feffer, Scott Ralls, and Paul Yost. Many thanks!

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HISTORY OF EARLY I/O DOCTORAL PROGRAMS

**Raymond A. Katzell
New York University**

APA, in planning to celebrate its centennial in 1992, suggested to its divisions that they, too, might undertake historically oriented projects. Division 14 (SIOP) responded by establishing a Task Force on I/O History and the Centennial (TFH&C), with me as its chairman and Douglas Bray as associate chairman. Its charge is to coordinate with APA's centennial activities and, more generally, to stimulate projects relating to the history of I/O psychology. TFH&C has accordingly initiated several such activities, in each case proposing its implementation by one or another SIOP member.

Among those projects is the preparation of brief histories of I/O doctoral programs that were under way prior to World War II. TIP has agreed to publish them one at a time. Edward L. Levine, of the University of South Florida, was appointed TFH&C's chairman of that project.

Since, in those early days, programs did not have formal structure that they took on later, we identified them by the criteria of having had at least one faculty member who was active in I/O psychology and having granted the Ph.D. to at least one student who went on to a career in that field. We have identified the following institutions which, by that definition, had I/O doctoral programs under way prior to World War II: Carnegie Tech (now Carnegie Mellon), Columbia, Minnesota, New York U., Ohio State, Pennsylvania, Penn State, Purdue, and Stanford. We are still looking into other possibilities, and invite suggestions to be brought to Ed Levine's attention. We also anticipate later inviting institutions that established their programs after World War II to prepare their histories.

The history of the program at Purdue University is being published first, in recognition of its record of having produced the largest number of Ph.D.'s in I/O psychology over the years.

HISTORY OF INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY AT PURDUE UNIVERSITY

C. H. Lawshe
and
Howard M. Weiss

Industrial psychology had its inception at Purdue University in 1937 when President Edward C. Elliott brought F. B. Knight from the University of Iowa to help conceptualize and head a new administrative unit within the University. Prior to Knight's arrival, the university had only a handful of psychology courses, most of which supported teacher education. (Few people know that, at one time, Purdue was the eighth largest producer of secondary school teachers.) These psychology courses were a part of the Department of Education and carried "education" numbers. At that time, H. H. Remmers was a member of the faculty, had the title of Professor of Education and Psychology, was teaching a full load, and was beginning his work in the measurement of attitudes. Remmers had come from the University of Iowa, had known Knight, and had originally recommended him to Elliott.

F. B. Knight, while an educational psychologist by designation, roamed far afield at Iowa, and supervised studies in many areas, including the Ph.D. research of George Gallop of public polling fame. He had earned his own reputation by co-authoring a series of elementary mathematics textbooks. He knew Walter Dill Scott who had been deeply involved in the mental ability testing of World War I army recruits (later to become President of Northwestern University). He brought this "applied" orientation to Purdue and was responsible for designating this expansion of the Department of Education as the Division of Education and Applied Psychology; the unit was not a part of any school and he, as director, reported directly to the President. The emphasis was to be on the *application* of psychology to many areas of human endeavor, including education. A pragmatist of the highest order, he came to Purdue—then known primarily as an engineering-technical university—which provided an ideal locus by virtue of its pragmatic posture and its close relationship to industry. Purdue had the most fertile climate that one could envision for the development of Industrial Psychology.

Knight turned to Joseph Tiffin, a personal friend, who had also been on the faculty at Iowa but who, because of a psychology department blow-up, had gone to Brooklyn College a semester earlier. At Brooklyn,

Tiffin was engaged in recording and analyzing the voice patterns of famous Broadway actors and other dignitaries, including Hitler. Joe was truly an applied psychologist, but *not* an Industrial Psychologist. Knight brought him to Purdue in 1938 and, in his flamboyant manner said, "Joe, from now on, you are an Industrial Psychologist. Purdue is the hub of Industrial Psychology, and your job is to prove that I'm not a liar."

While figuring out what an Industrial Psychologist is supposed to do, Tiffin served as de facto head of the psychology component of the Division, completed a textbook which he had started, *The Psychology of Normal People*, co-authored with Knight and Charles C. Josey, inaugurated Purdue's first psychological laboratory, and hired its first instrument technician.

The Division of Education and Applied Psychology included four vocational industrial education professors who engaged in field work and who had established a high level of rapport with industry. Tiffin accompanied them on their field trips and took advantage of their industrial contacts. The country was on the brink of World War II and, as industry began to shift to war production, the industrial education people identified problems and Tiffin, with his sound research orientation learned from Carl Seashore at Iowa, solved them. The result was many studies that stand as classics today, including the famous tin plate inspection studies at the Gary Sheet and Tin Mill and the assembly personnel studies at Knoblet-Sparks in Columbus. The impending war resulted in a vast expansion of the industrial work-force; the industrial climate was something like this: "Anything you can do to help us, go ahead!"

C. H. Lawshe, who had received his Ph.D. under Tiffin the year before, joined the faculty in 1941 after serving as Principal of a day trade preparatory school; he became a close working associate of Tiffin. Meanwhile, Tiffin had assembled the results of his research into an orderly, organized textbook, *Industrial Psychology*, the first edition of which was published in 1942. Subsequently adopted for use in correspondence courses by the U.S. Armed Forces Institute (USAFI), it was published as a paperback and distributed by the thousands to GI's all over the world. It was a tremendous graduate student recruiting device after the war had ended.

One of the highlights of the war years was the Army Specialized Training Program (ASTD) in personnel psychology. This program brought to the Purdue campus 125 highly selected enlisted men who were to do army classification work. Several temporary faculty members were needed for the seven-month period, including E. J. Asher who later returned to a permanent position and ultimately became the first Head of the Department of Psychology.

Tiffin's boundless energy and his growing reputation resulted in the consummation of an agreement with Bausch and Lomb, an optical company, to study vision in industry. This affiliation resulted in numerous achievements: a new concept in visual targets as an alternative to the Snellen chart was developed; uniform vision test results were sent to Purdue for the first time, making possible the accumulation of adult vision norms; Bausch and Lomb underwrote the cost of an IBM machine installation in the Psychology unit (a forerunner of the computer and the first ever at Purdue), and the Industrial Vision Institute was inaugurated; it was a two week short course for industrial personnel from the dozens of companies that had installed the B and L vision program. This institute, held four or five times a year, provided an arena for interaction between faculty members and industry personnel. It was so successful in this respect that Tiffin and Lawshe, later, offered the Personnel Testing Institute, a one week short course, also for industrial personnel; in all, 44 such sessions were conducted, enrolling almost a thousand industrial men and women.

It is impossible to estimate the impact of the IBM installation on the Purdue Industrial Psychology program. As indicated earlier, it was the first-installation on the Purdue campus. It provided hands-on experience for graduate students and made possible research previously not feasible. In 1946, Newell C. Kephart became the third faculty member added to the unit. He supervised use of the IBM equipment and taught the first machine statistics course ever offered at Purdue; it was listed under a psychology course number.

Kephart had known Ernest J. McCormick in the Navy and induced him to come to Purdue. After completing work for his degree, he joined the faculty, adding still another dimension to the industrial component. Thus, starting in 1947 and continuing until 1958, Tiffin, Lawshe, Kephart and McCormick constituted the Occupational Research Center (ORC) as it came to be called.

During the ensuing years, members of the ORC utilized a formal graduate student admission system. Each applicant took the American Council On Education test (later the Graduate Record Examination), filed a transcript which was carefully scrutinized for evidence of quantitative courses, and provided a work history that was used to examine evidence of having done something besides "go to school." When complete, the applicant file was routed to each of four faculty members for evaluation. Those who received four As were admitted immediately, those with three or four Cs were rejected, and the remainder were placed on the agenda of the next weekly staff meeting where a decision was made. Approximately 23 students were admitted each September. In the

seven-year period from 1950 to 1957, three out of ten were admitted (selection ratio of .30).

During the mid-forties, the graduate students in Industrial Psychology organized PAGESIP, an acronym for Purdue Association of Graduate Students in Industrial Psychology. It was a live wire organization that had a clearly defined program each month followed by a "regression session" at a local bistro. Faculty members associated with students on a collegial basis. PAGESIP also maintained a "headquarters" room at meetings of the Midwestern Psychological Association.

In 1946, Knight employed John Hadley (along with seven other faculty members during the next two years) and started Purdue's clinical psychology program. This faculty growth, together with expansion into other fields, led to the dismemberment of the Division of Education and Applied Psychology in 1954 and the creation of three departments within the School of Science, Education, and Humanities: the Department of Education, the Department of Sociology, and the Department of Psychology. As indicated earlier, E. J. Asher became the first Head of the Department of Psychology. Tiffin remained the de facto head of the ORC.

Throughout the program's evolution, members of the ORC faculty maintained a close, working relationship with industrial people, including practicing psychologists in industry. This made possible a series of eight colloquia each year, each presented by a well-known practicing Industrial Psychologist who participated without cost to the university. Following each colloquium, provision was made for seven or eight graduate students to meet the visitor in a small social group.

In 1958, Lawshe left the ORC to develop the Purdue extension centers into full, degree-granting branches, to serve as Dean of Continuing Education, to conceptualize the School of Technology and serve as its first dean, and, in 1966, to become one of Purdue's five vice presidents. William A. Owens, Jr. came from Iowa State to fill the vacated budget position.

The 1960s saw an expansion of the Industrial Psychology program at Purdue, both in size and in scope of interest. In 1959, Robert Perloff joined the program and with him came activity in Consumer Psychology. This interest was reinforced with the addition of Jack Jacoby in 1968. Hugh Brogden came in 1964 and expanded the program to include psychometrics and purer quantitative interests. This too was reinforced by the hiring of Art Dudycha in 1967. Karl Weick was hired in 1962 and although he stayed only through 1965, he provided Purdue the first real taste of the more Organizational side of the field.

Thus, the decade of the sixties was a period in which traditional personnel psychology coexisted with consumer psychology, human factors,

quantitative psychology, psychometrics and even organizational psychology under the umbrella of the Industrial Psychology program at Purdue. As it was in the fifties, Industrial Psychology was the strongest program in the Purdue Psychology Department. In fact, the department was essentially Industrial Psychology and Clinical Psychology and not much else.

The importance of the program to the department is seen in the number of Ph.D.s awarded. Purdue's first Ph.D. in Industrial Psychology was granted in 1939, but by 1970, a scant 30 years later, 229 men and women had received Doctorates in Industrial Psychology from Purdue. This represented close to 40% of all the Doctoral degrees awarded in Psychology at Purdue to that point. Ninety-eight Industrial Psychologies were awarded during the sixties alone.

While the variety of interests represented by the faculty was large, the applied focus of the program remained unchanged through most of the 1960s. Few of the new Ph.D.s took academic positions. Purdue training was geared primarily toward eventual jobs in industry.

In 1968 an event occurred which would have a profound influence on the Purdue Psychology department in general and the Industrial Program in particular. In that year, Jim Naylor agreed to leave Ohio State and accept the position of Head of the Psychology Department at Purdue. Jim had received his degree from Purdue in 1960, with Ernie McCormick serving as his Major Professor, and he came back with some very definite ideas about the future direction of the department of the field. To begin with, he believed that Purdue needed to be stronger in the other traditional areas of psychology such as Social, Experimental and Developmental. By building up these areas, he created a more balanced department that reduced the overall importance of the Industrial Program but strengthened its connections to basic psychology.

In addition, he believed that the Industrial program needed more focus and a better mix of traditional Industrial Psychology and Organizational Psychology. His journal, *Organizational Behavior and Human Performance*, helped build an Organizational identification for Purdue, as did the hiring of Bob Pritchard and Dan Ilgen in the early 1970s, Howard Weiss in the mid 70s and Judi Komaki in the early 1980s and the retirements of Tiffin and McCormick. In addition, Naylor reduced the size of the program by encouraging department reorganizations that led to separate Consumer and Quantitative Psychology areas and the housing of Human Factors faculty in the Cognitive Psychology area. The result was a smaller program more focused on the traditional areas of Industrial and Organizational Psychology.

During the 1980s, research and graduate training continued unabated. By 1990, the number of Ph.D.s in I/O Psychology awarded at Purdue

had grown to 300, with a more balanced mixture of academic and industry employment. In 1980, Purdue dedicated a new Psychology building. The I/O program moved out of its home of over 30 years, into new and impressive facilities, facilities which included a laboratory complex devoted to research on work behavior. This complex is one of the finest I/O labs in the country and in some ways symbolizes the changes in the Purdue program over the years, changes which parallel the field as a whole.

Any history can be written in terms of the progression of ideas or the lives of key people who shaped those ideas. The Purdue program has been blessed with scholars and practitioners whose ideas and efforts helped shape not only Purdue I/O Psychology, but I/O Psychology generally.

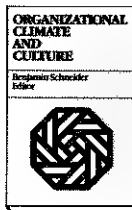
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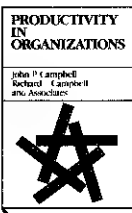
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Work and Well-Being: An Agenda for the 90's

James Campbell Quick, Frank Landy, and Stanislav Kasl

Work is important! Health and well-being are to be valued! Are they mutually exclusive? Pieces of our cultural mythology might suggest so. Barbara Garson (author, playwright, and luncheon speaker at the APA/NIOSH sponsored conference 15-17 November 1990) used her powerful humor to transform the mind-numbing aspects of some jobs into an object lesson for the over 300 researchers, scholars, practitioners, and professionals attending the conference.

The six articles in *Psychology in the Public Forum* section of the *American Psychologist* (October 1990 issue) set the stage for the November conference. In particular, Steve Sauter, Larry Murphy, and Joe Hurrell's article outlining the NIOSH strategy for preventing work-related psychological disorders provided the point of departure for the core panels within the conference. These panels were the Work Design Panel, the Surveillance Panel, and the Health Promotion Panel. The logic for these panels grows out of the epidemiological notions of prevention, which argue for primary prevention (let's attack the health risks first), secondary prevention (let's deal with individual responses next), and tertiary prevention (let's treat sick people as an essential last resort).

Each of the three panels worked for six months to create a position paper as the basis for dialogue, exchange, and debate in panel breakout sessions held during Friday of the conference. These breakout sessions were well attended, as were other sessions at the conference, and ably let by moderators in each case. The moderators were Neal Schmitt (Michigan State University) for the Work Design Panel, Richard Birkel (Washington Business Group on Health) for the Surveillance Panel, and Jonathan Fielding (UCLA and Johnson & Johnson) for the Health Promotion Panel.

The members of the Work Design Panel, chaired by Frank Landy, were Harold Davis (Prudential), Marian Graddick (AT&T), Barbara Gutek (University of Arizona), Susan Jackson (New York University), Robert Kahn (University of Michigan), David LeGrande (Communication Workers of America), Gavriel Salvendy (Purdue University), Larry Schleifer (NIOSH), Fred Schott (Aetna Life and Casualty), Michael Smith (University of Wisconsin) and Leon Warshaw (New York Business Group on Health).

Their position paper was titled **Work Design and Stress**. The paper's recommendations targeted control, uncertainty, conflict, and task/job demands in the workplace.

The members of the Surveillance Panel, chaired by Stan Kasl, were Evelyn Bromet (SUNY at Stony Brook), Ed Bermacki (Tenneco, Inc.), Carroll Curtis (Westinghouse), William Eaton (Johns Hopkins University), Lawrence Fine (NIOSH), Robin Gillespie (Service Employees International Union), Ron Manderschied (National Institutes of Health), Larry Murphy (NIOSH), David Parkinson (SUNY at Stony Brook) and Dianne Wagener (National Center for Health Statistics).

Their position paper was titled **Surveillance of Psychological Disorders in the Workplace**.

The members of the Health Promotion Panel, chaired by Jim Quick, were Jordan Barab (American Federation of County, State and Municipal Employees), Jack Ivancevich (University of Houston), Dave Mangelsdorff (U.S. Army Health Services Command), Ken Pelletier (Stanford University School of Medicine), Jonathan Raymond (Gordon College), Dan Smith (McDonnell-Douglas), Veronica Vaccaro (Washington Business Group on Health), and Steve Weiss (National Heart, Lung, and Blood Institute).

Their position paper was titled Health Promotion, Education and Treatment. Their recommendations emphasized the development of graduate education programs; educational programs for target populations in the workplace; collaborative programs between government, business, and industry; and treatment for distress.

The panel sessions were certainly not the only draw at this Washington D.C. conference. A whole series of scientific paper and poster sessions reported original theoretical and empirical work in a wide diversity of topics concerned with work and well-being. Barbara Gutek, Debra Nelson, Lynn Offerman, and Kelly Phillips drew our attention to some of the dilemmas women face in the workplace, including sexual harassment and organizational politics, through a session of four papers on "Gender Issues in the Workplace."

Rosalind Barnett, Nail Bolder, Diane Hughes and E. Galinsky, Graham Staines, and Julian Barling and Karyl MacEwen addressed the well-being of the family within the domain of occupational stress through a session of four papers.

Additional paper sessions addressed corporate mental health programs; worker participation for stress control; social support in the workplace; personality factors and coping with stress; job risk factors; stress concerns in different occupations; and issues of diversity in the workplace.

The conference proceedings, which will be available through APA later in the year, will include a Preface by Gwen Keita (APA) and Steve Sauter (NIOSH); an Executive Summary; an Introduction composed of the remarks made by C. Everett Koop (Former U.S. Surgeon General

and Honorary Conference Chair), Charles Spielberger (President-Elect of APA), Raymond D. Fowler (Executive Vice President and CEO of APA), and J. Donald Millar (Director of NIOSH); the invited presentation "Psychosocial Occupational Environment and Health" by Lennart Levi; and the three panel position papers with individual panelist position letters in response to each respective panel paper.

APA is reviewing the sets of competitive papers for possible collection into an edited book form or review for publication in the *American Psychologist*. In addition, the three of us are currently working to construct an integrated paper and a collective set of recommendations to submit for publication.

For those particularly interested in the work of one or more of the panels, you may contact the chairs directly:

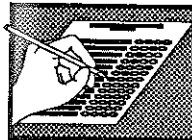
Work Design Panel: Frank Landy, Psychology Department, Pennsylvania State University, University Park, Pennsylvania 16802. (814) 863-1718.

Surveillance Panel: Stanislav Kasl, Department of Epidemiology, Yale University School of Medicine, Post Office Box 3333, New Haven, Connecticut 06510-8034. (203) 785-2887.

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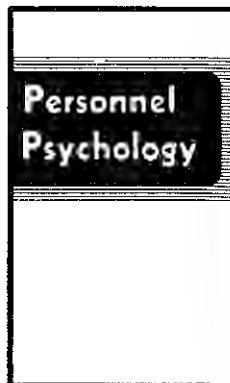
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Michael A. Campion
Editor



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The APS-SIOP Connection

Lee Herring and Eugene F. Stone



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The APS-SIOP Connection provides SIOP members and affiliates with a summary of the activities of the American Psychological Society (APS) and its members. A few noteworthy items are:

Membership. APS membership continues to climb. As of January 1991, membership in this two-year-old organization grew to a total of over 11,000. It is noteworthy that the APS growth rate continues to spiral upward in a societal context in which downward trends of various types seem commonplace.

The National Movement. The APS membership news alone would be an encouraging sign to those who question the current and future "health" of scientific psychology. Even more encouraging, perhaps, is the fact that APS has proven highly successful in its efforts to unite psychology-related organizations in the development and advancement of national initiatives that are supportive of the behavioral sciences. For example, in January of this year the third annual Behavioral Science Summit was held in Houston, Texas to begin ironing out the details of a national research agenda for the behavioral sciences. Representatives of some 65 psychology-related research organizations convened to discuss a number of important issues facing scientific psychology, including the formulation of a national research plan (i.e., the "Human Capital Initiative") that will (a) improve Congressional understanding and support of psychological research, and (b) assist federal agencies in the development of mechanisms for providing research grant support for the behavioral sciences.

New Journal. APS will soon publish its second journal. The yet to be named journal is scheduled for bi-monthly publication beginning in 1992. Each issue of the new journal will consist of 10 to 12 commissioned mini-articles written by experts in the various fields of psychology. The objective of these articles will be to capture the essence of scientific activity in various important areas of psychology.

The new journal will be published by Cambridge University Press. After a year-long competitive bidding process, Cambridge was selected from among several other prestigious scientific publishers.

APS is currently seeking an Editor-in-Chief and four to five Associate Editors who have expertise in one or more substantive areas of psychology. Letters of nomination (including self-nomination) that specify areas of competence and type of editorship (Chief or Associate) should be sent to Sandra Scarr, Ph.D., Chair, APS Publications Committee, Beauchamps, Route 6, Box 8, Charlottesville, VA 22901.

Third Annual Convention. APS will hold its 1991 convention in Washington, D.C., at the Washington Sheraton, from June 13-16. Registration and Housing forms will appear in the March 1991 issue of the APS *Observer* newsletter. The meeting is shaping up to be an impressive showcase of distinguished scientific presentations.

Student Chapters Grow. Student members of APS continue to feel very welcome and the number of new student chapters that are organizing at academic institutions throughout the country continues to increase. More than 20 chapters have been formed, and about twice as many are in the works. These chapters have initiated a number of independent activities ranging from developing social networks to organizing joint poster sessions with regional psychological associations. Moreover, the official body of student affiliate representatives, the APS Student Caucus, continues to initiate and develop numerous activities supportive of APS student members, including a mentorship program, research and convention travel awards, and career development activities.

Liaison Contacts. At present, some 620 institutional and departmental representatives across the country are members of a vast APS liaison network that is designed to provide information about the Society and its activities to individuals, and work toward the attainment of the Society's goals. The efforts of these APS Liaisons have been pivotal in "getting out the word" on the benefits of being an APS member.

Activities of Some SIOP Members in APS. A number of SIOP members are active in various APS activities. For instance, **Frank Landy** (Pennsylvania State University) served as the Chair of the recent APS Behavioral Science Summit, **Milt Hakel** (University of Houston) served on the Summit's Steering Committee, **Lyman W. Porter** (University of California, Irvine) is chairing the APS Awards Committee, **Paul Thayer** (North Carolina State University) is chairing the APS Finance Committee, and **Eugene F. Stone** (State University of New York at Albany) is a member of the 1991 APS Program Committee.

Additional Information. For further information about APS, including membership application forms, contact: APS, 1511 K St., NW, Suite 345, Washington D.C. 20005-1401, Telephone 202-783-2077. Fax: 202-783-2083. Email: APS2@UMUC.BITNET.

HOW ARE PROPOSALS SELECTED FOR THE SIOP AND APA CONFERENCES?

Michael A. Campion
Program Committee Chair

The Program Committee has received several recent inquiries about the process used to select papers and other proposals for the SIOP and APA Conferences. This made us realize that the process may not be well known, but perhaps should be.

The process described below reflects the opinions of those of us responsible for the 1990 APA and 1991 SIOP Conferences, but we think it is reasonably representative of what other committees have done or will do. We think it is also similar to how other conferences are run.

Committee members are solicited to represent the diversity of SIOP: academic and nonacademic (e.g., industry, consulting) based, industrial versus organizational psychology interests, experienced and inexperienced, etc. Their names come from three sources: self-nomination through the **TIP** solicitation form (usually all those volunteering are accepted), previous committee work (usually you can serve three years on this committee), and solicitation from the chair or other members (to make up for any short fall from the above two sources).

Committee members have two responsibilities, to review submissions and to be active in submission development. The latter is not absolutely necessary but strongly preferred, especially for the APA program because submissions have declined. Being on the committee does *not* give your submission an advantage in terms of likelihood of acceptance. The only sessions that are accepted without the formal review process are invited addresses (which are reviewed before the invitations are made) and official SIOP business (e.g., presidential address, open forums with the long range planning committee, etc.).

A subgroup of the committee—called the program planning subcommittee—is selected for special duties. These duties may include taking responsibility for encouraging the development and supervising the evaluation of certain session types (e.g., symposia, panel discussions, etc.). This subcommittee also meets with the program chair to make final acceptance decisions and schedule the accepted sessions.

All committee members are surveyed as to their areas of expertise, and all submissions are classified into topic areas. This information is used to assign each submission to reviewers who are knowledgeable in that topic. In addition, there is an attempt to balance the reviewers for each submission with respect to both academic and nonacademic based, and experienced and inexperienced.

Because of the sheer volume of the submissions (e.g., over 300 this year), and the tight time frame, there is no opportunity for the program chair or planning subcommittee to scrutinize all the reviews for consistency and quality. Therefore, we rely on three factors to enhance reliability. First, we use four reviewers per submission. Second, we use multiple item rating scales. Third, the planning subcommittee examines and discusses borderline cases. In addition, posters are reviewed blind with respect to the identities of the authors. The nature of the other submission types (e.g., symposia, master tutorials, panel discussions) make blind review undesirable.

More specifically, posters are rated on six items: importance of topic, literature review/conceptual development, technical adequacy, writing, contribution, and overall recommendation. For all other submissions, seven items are used: importance of topic, innovativeness, integration/coherence (if applicable), theoretical and technical adequacy (if applicable), contribution, size of audience, and overall recommendation. A 3-point rating scale is used, and ratings are averaged. Then submissions are rank-ordered on the average of all the items and separately on the overall recommendation item, and selection is made from top-down based on these two rankings. Cutoff scores are determined based on the number of program hours and rooms available, minimum quality standards, and natural breaks in the rankings. In general, as many submissions are accepted as time and space permit, assuming adequate quality. Selection rates have generally ranged from 50% to 65% across session types.

In addition, reviewers are asked to provide comments on each submission to support their ratings, and these comments are given to the authors for feedback. Reviewers may also make special comments to the program planning subcommittee (e.g., qualifying their ratings), which are read and considered accordingly.

In summary, the selection system is primarily a mechanical process. It relies on having a large number of reviewers who are experts in their areas, having them make comparable judgments on every submission and support their ratings with comments, and aggregating the results to reduce the effects of idiosyncrasies. The Program Committee is always looking for suggestions to improve this process and for new members to the committee.

MCDANIEL'S SECOND PRINCIPLE: A PRACTITIONER'S PERSPECTIVE

Timothy G. Wiedman
Ohio University - Lancaster

Recently, the *Industrial-Organizational Psychologist* carried commentary from Dan Dalton and Catherine Daily (Indiana University) concerning management consultant Michael McDaniel's maxims on employee performance. Specifically, Dalton and Daily were surprised that McDaniel labeled his second maxim ("on average, more intelligent people perform better jobs than less intelligent people") as controversial. As a former manager who has hired and trained several hundred employees, perhaps I can provide some additional perspective on the controversy.

Dalton and Daily argue that all else being equal, who would want to hire the less-intelligent person if their only selection criterion is getting the job done (i.e., effectiveness)? At a purely theoretical level, this proposition seems quite attractive. However, from a practitioner's viewpoint, there are two aspects of this argument which might well generate controversy.

The first involves the concept of intelligence itself. In the *Journal of Educational Psychology*, Neiser (1979) reported the results of a symposium on intelligence held in 1921. At that conference, 14 psychologists held 14 different views concerning the nature of intelligence. The issue is still clouded to this day. Thus, one part of the controversy centers on the practitioner's basic ability to identify the "most intelligent" job candidate in an accurate and legal manner. The probability and cost of a court challenge would also likely impact this aspect of the controversy.

The second (and in my opinion, the larger) issue has to do with the nature of effectiveness, itself. In their book, *Organizations: Behavior, Structure, Processes*, Gibson, Ivancevich and Donnelly (1985) discuss the time dimension associated with the effectiveness criterion. In the short term, effectiveness may simply equate to getting the job done; but in the longer term, "adaptability" may become an important consideration as well. Brought down to the level of an individual job, the practitioner may be interested in a candidate's ability to adapt to new challenges in an ever-shifting task environment. In such an environment, one might well assume that the more intelligent person would have an advantage in mastering the job's new demands. But are all jobs characterized by a constant stream of new challenges?

Certainly the more intelligent person will learn a complex job more quickly and will more readily adapt to changes in that job. But who

should be hired for a less-complex, routine, stable job? Would it make sense to hire a mathematics Ph.D. to teach long division to third graders? If one can be overqualified academically, is not intellectual over-qualification a possibility as well?

The importance of "challenge" in a job has been discussed in the literature for decades. I would argue that a job's level of challenge is partly a function of the jobholder's intelligence. Thus, the less intelligent person would find more challenge in the non-complex, routine job; and from the practitioner's viewpoint, hiring such a person for such a job would make sense.

PUBLICATION SCHEDULE FOR TIP

Publication Month

Deadline

July

May 15

October

August 15

January

November 15

April

February 15

LONG RANGE PLANNING COMMITTEE ACTIVITIES

Allen I. Kraut
LRP Chair

As SIOP continues to forge an identity more independent than merely being a division of APA, it is reminiscent of some personal developmental activities. Like a young adult, leaving the family home to set out on one's own, SIOP faces the task of clarifying its identity in terms of how it relates to others and the kind of organization it wants to be. The Long Range Planning Committee is charged with helping on several points which are part of this growth process.

One issue currently being addressed is SIOP's stance on Master's Degree holders in I/O Psychology as Society members, and in terms of SIOP's influencing and publicizing Master's Degrees training programs as is currently done for Ph.D. level programs. Many of these Master's Degree people are working in fields closely related to those of I/O Ph.D.s. At the same time, it is recognized that giving Master's Degree I/O Psychologists a greater participation and voice in SIOP could potentially change the character of the Society.

Those members of SIOP who have feelings or opinions that they would like to voice to LRP on this point are urged to contact Jim Farr of Pennsylvania State University who is the committee member leading this review.

Another issue now being looked at by LRP is SIOP's relationship to the American Psychological Society. Liaisons of several subcommittees seem to be desirable but have not been defined, as have similar relationships with APA. Those members who have opinions on this subject should contact Susan Jackson, who is spending the semester at the University of California in Berkeley.

Allen Kraut, the chair of LRP, notes that the other major activities of the committee in the coming months will be a "sunset" review of activities by the Awards Committee, the State Affairs Committee and External Affairs Committee. This review, mandated by the By-laws, looks at what committees are doing, how they are accomplishing their tasks and what changes might be made in the future.

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IOTAS

Steve W. J. Kozlowski

Wayne W. Sorenson has provided the following update on responses to the SIOP salary survey. "We have discovered a new phenomenon about Division 14 members—they are among the most responding surveyees in my experience. Since the official cutoff date (almost one year ago) we have received almost 90 additional responses and they are still coming in! This moves our response rate to the income survey from about 73% up to over 76%. I estimate that by the millennium we will have achieved a response rate in excess of 100%." There is hope for longitudinal research after all!

James Campbell Quick has noted a minor correction to his feature on Walter B. Cannon, which appeared in the January 1991 issue of TIP. "On page 36, I noted Crothers call to St. Paul's church in Cambridge. Actually, the call to St. Paul occurred earlier and was in Minnesota. The Cambridge call should have been correctly noted as to the First Parish Church (Unitarian)." Interestingly enough, the correction was brought to Jim's attention by Walter Cannon's daughter.

Lowell W. Hellervik and Personnel Decisions, Inc. have established two professorships at the University of Minnesota with gifts totalling \$500,000 to be matched by the University. A professorship was established in organizational and counseling psychology in 1989 and an endowed chair in adult career development was established in 1990. Lowell and Milton D. Hakel, both former students of Marvin D. Dunnette, are currently leading a fund drive to establish the Marvin Dunnette Distinguished Professorship in Applied Differential Psychology at the University of Minnesota. Interested contributors can contact the University of Minnesota Office of Development at (612) 625-5541.

Gary Latham has joined the University of Toronto Faculty of Management where he is the Secretary of State Professor of Organizational Effectiveness.

Walter W. Tornow has been named Vice President of Research and Publication at the Center for Creative Leadership. He had been serving as a Visiting Professor at the University of Minnesota in the Industrial Relations Center for the past year.

David P. Jones reports that Personnel Designs, Incorporated has changed its name and corporate identity to HRStrategies.

David W. Braken has indicated that National Computer Systems has reorganized its National Information Services division to form a human resources survey group called Organizational Assessment Systems (OASYS). Dave has taken on the responsibilities of Director of Consulting Services out of the Atlanta office. **Karen B. Paul**, who recently completed her Ph.D. at Bowling Green State University, has joined OASYS as Manager of Survey Research and Development. **Kris Fenlason** serves on the survey research staff along with **Asha Knutson**, formerly of Business Dynamics, Inc.



Upcoming SIOP Conferences

SIOP Conference—Montreal, The Queen Elizabeth	April 30-May 3, 1992
SIOP Conference—San Francisco, San Francisco Marriott	April 30-May 3, 1993
SIOP Conference—Nashville, Opryland Hotel	April 7-10, 1994
SIOP Conference—Orlando, Hilton at Walt Disney World Village	May 25-28, 1995

The Vinchur Correction Factor for Attenuated N: An Extension to Field Methodology

Garry L. Hughes
Psychological Consultants
to Industry

Andrew J. Vinchur
Lafayette College

One of the most persistent problems plaguing the dedicated field researcher is the phenomenon known as "attenuated N." This problem is, by no means, new to most researchers who have fought their way past dissertation committees and editorial reviewers. However, the practicing consultant in I/O psychology often neglects to consider the impact of this phenomenon in designing and conducting field experiments or applied research.

A cursory review of recent professional journals reveals the extent of the impact of this phenomenon. While reported N's of 50 or higher are present, a very substantial portion of the studies in the Autumn, 1990 issue of *Personnel Psychology* and the June, 1990 issue of *Journal of Applied Psychology* rely on N's of much smaller values. It is not uncommon to see values of N as small as 25 or 30. Although such values are frequently referred to as "small N's," the more correct descriptive label is "attenuated N." This phrase was first used by Vinchur in his seminal work, *My First Try at a Dissertation* (1984), and the appropriate correction formulae were developed and presented at that time. The correction formula that he gave (Formula 1) was intended for use at the Doctoral

$$\text{Formula 1.} \quad N_c = (N) * 100$$

level and had certain restrictions in its applicability to non-student research. The current extension of that formula is intended as a response to the perceived need of field researchers who may not be aware of the availability of statistical methods for the clarification and exaggeration of obtained research results.

In the development of the correction factor, it was noted early on that different situational demands could be influential in the application of the statistical formula. For example, a graduate student at the Master's level may not need the fullest possible correction in order to satisfy a major professor's demands. In that case, a modified correction factor could be appropriately utilized. Formula 2 presents the "student's correction factor for attenuated N."

$$\text{Formula 2.} \quad N_{cs} = N/10 * 100$$

Note that the major distinction, other than the nomenclature, for this formula is the use of a decimative value, 1/10, which serves, as a "modesty factor." Its purpose is to reduce the size of the statistical significance obtained from reference tables to a point more in line with

the expected merits of the student's research. Thus, moderately significant effects can be reported by the student researcher which can then be either confirmed or disconfirmed by subsequent research with little investment of time or risk to ego.

A second extension of the Vinchur Correction Factor for Attenuated N occurs in situations familiar to non-tenured professors. In such cases, a more significant effect is often desired in order to impress the Tenure Committee. Obviously, a "modesty factor" would be inappropriate in this instance. The appropriate corrective formula (Formula 3), then, invokes a multiplicative value which allows the interpretation of modest effects in terms of "highly significant" and "impressive" results. The assurance of impressing the Tenure Committee makes the use of this corrective formula most attractive.

$$\text{Formula 3.} \quad N_{cp} = (N \cdot 10) \cdot 100$$

The logical extension of these corrective formulae is to the research done either by a consultant or by an in-house professional in an applied setting. It is certainly a frequent situation where a good idea is frustrated by a lack of willing subjects. Not all of us have access to the thousands of people referenced in many research reports (especially, see the reports of validity generalization studies). Thus, use of a statistical correction factor becomes a valuable tool in the process of bolstering support from concerned companies or departments and gaining prestige among fellow practitioners.

Again, the precise formula used is dependent upon the parameters imposed by the presenting problem (pp), time and funding available (tfa), the status of the researcher (sr), and the degree of commitment from the organization (dco). As can be seen, the complications to the formula imposed by these parameters are considerable but not immeasurable.

For purposes of discussion, the values associated with each of these parameters can be defined as follows.

"pp" is valued on a 1 to 10 scale with 1 representing "nothing of consequence," 5 "an interesting idea" and 10 "if I don't find an answer, I'll lose my job."

"tfa" is interpreted as a function of time available, measured in weeks, and funding available, measured in thousands of dollars. Thus, a two week deadline with a \$4,000.00 budget would yield a value of 8 for this term.

"sr" is scaled from 1 to 5, and is based upon the professional reputation of the researcher, the position occupied within the organizational hierarchy, and the likelihood of finding another job if this project doesn't come out right.

"dco" is a reflection of the support that one can expect from the organization, usually based upon the attitude of the chief executive

of that organization. It is measured on a reversed 1 to 5 scale with 5 representing "I don't care what you do; just don't bother me" and 1 representing "This WILL work."

In application, the formula is used as presented in Formula 4, where N is first divided by the presenting problem (pp) to represent the most common aspect of this phenomenon: the more serious the problem, the more difficult it is to find enough subjects. Time and funding (tfa) is a term which expands exponentially and contracts in the same fashion. Thus, for a constant value of "tfa," the less time you have, the amount of funding required burgeons quickly out of reason. Contrarily, the less money you have, the more time is required for you to place the project on the current agenda and dedicate your attention to it. The status of the researcher (sr) and the degree of commitment from the organization (dco) are seen as a dynamic ratio, which has no overall effect when balanced. However, should a serious discrepancy arise, it will be noted that higher "sr" and lower "dco" represent an optimal use of subjects, with quick increases in levels of significance gained with little expenditure of energy.

$$\text{Formula 4.} \quad N_{cf} = (N/pp) \cdot tfa^2 \cdot (sr/dco) \cdot 100$$

As an example, suppose that a total of 25 subjects were available for a fairly important research problem (pp = 4). You have 2 weeks to come up with an answer and only \$2,000.00 to spend. As a newcomer to the organization, your status is rated at 2; the degree of commitment from the organization can be rated at 2. Substituting in the formula, we find that:

$$N_{cf} = (25/4) \cdot 16 \cdot (2/2) \cdot 100; N_{cf} = 10,000$$

Thus, any result obtained in the research should be evaluated on a corrected N of 10,000. It is obvious that marginal results now become statistically significant and justify the continued employment of the practitioner.

Further extensions of the Vinchur Correction Factor for Attenuated N's are very likely. The usefulness of these formulae is widespread and should encourage the frustrated researcher. One only has to consider the vast number of unpublished manuscripts that have been rejected simply for lack of significant results or minimal generalizability due to limited sample sizes. The formulae offered here will, if used appropriately, reduce the likelihood of such rejections and lead to a renaissance in field research.

Functional Job Analysis Scales

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These scales, in use for 30 years, are the basis for the occupational classification systems of the United States and Canada. Widely used to objectively define jobs including fair employment court cases, the scales provide a means for defining tasks as permanent modules — building blocks — of a work system.

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Vantage 2000: Issues in Training and Opportunities for Involvement

Kurt Kraiger

Is it just me, or does our Secretary of Defense, Dick Cheney really bear a resemblance to Neal Schmitt? Or, perhaps to Neal's evil twin. OK, maybe it's just me. But, the comparison does serve as a lead-in to the first item.

Military Research on Transferability of Skills

Chuck Lance of the University of Georgia sent along a package of materials on research he has completed with **Mickey Kavanagh** of SUNY — Albany and **Bruce Gould** of the Air Force Human Resources Laboratory (AFHRL). Cross-job retraining has been proposed as one method of responding to the coming skills shortage (Lance, Mayfield, Gould & Lynskey, in press). While research on technical training is abundant, research on cross-training is sparse, as is research on the related issue of the transferability of workers' skills. The programmatic research funded by AFHRL provides a first step in addressing these research needs.

Initially, Lance, Kavanagh, and Gould developed a taxonomy for classifying Air Force tasks enabling cross-job comparisons in skill requirements for the purpose of estimating cross-job retraining time. In a second investigation, the researchers investigated inter-job similarity in task content and task learning time as predictors of cross-job retraining time. Not surprisingly, analyses revealed that differences in aptitude requirements or task difficulty resulted in greater cross-job training times (i.e., less transferability of skills). In a third study, Lance investigated the estimation of cross-job retraining times in 51 civilian jobs. Retraining estimates were based on ratings of PAQ items which were perceived to be trainable and/or "malleable" job knowledge and skills (e.g., "use of hand-held tools or instruments"). Once computed, estimates of cross-job retraining were used to predict other PAQ items indicating job scope/learning difficulty (e.g., items educational, training, and experience requirements). The retraining time estimates significantly predicted many of the criteria measures, indicating that valid measures of the transferability of skills across jobs can be derived from a standardized instrument such as the PAQ.

There are many practical applications of this work. One would be the use of such estimates in strategic planning regarding the redeployment of personnel. When an organization downsizes and jobs are eliminated, objectively-based cross-job retraining time estimates would be useful for identifying optimal jobs into which to move the displaced employees.

Funding Opportunity

Evonne Schaeffer, Coordinator for the Strong Research Advisory Board, submitted an RFP for research and development on the *Strong Interest Inventory*. The announcement comes with a number of suggested topics, several of which are relevant to the study of changing demographics: Cross-cultural research and validity of the inventory, empirical clustering of the inventory in different populations, and the incremental utility of the inventory within the total assessment context. For example, one may propose that the match between personal interests and the organizational context may be more important (and, thus, more predictive of turnover) for some ethnic groups than others. Deadlines for proposals are January 1st and June 1st of each year. Funding may consist of materials support (e.g., *Strong* materials, scoring, etc.) and direct support for research assistants and other direct costs. More information can be obtained from Evonne Schaeffer, Strong Research Coordinator, Strong Research Advisory Board, P. O. Box 10096, Palo Alto, CA 94303.

Your Chance to Affect the Federal Research Agenda

The U.S. Office of Personnel Management (OPM) maintains and publishes a Federal Research Agenda, its view of the important research issues facing the Government. The Agenda is continually revised as old problems are faced, and new problems are uncovered. Of the seven current issues, the first is "Workforce Demographics." Of concern here are specific topics such as the skills necessary to accomplish tasks in the year 2000, what recruiting and training approaches could assist the government in attaining and maintaining a quality workforce, and what new skills will be required to *manage* tomorrow's workforce. **Debra Tomchek** of OPM is collecting any information on these issues. She is specifically interested in related research efforts, innovative (but, perhaps, untested) practices, and recommendations for future research. If you are interested in contributing, Debra can be reached at (202) 606-2810.

Training the New Workforce

The above information was sent in by OPM's **Gene Johnson**, who also sent me a recent reprint of his. Pick up any I/O text (e.g., Simpson, 1990), examine the training chapter, and you'll find a section on training the hard-core unemployed. Much of that research was conducted a long time ago, but Gene writes that the lessons learned from those studies can be applied to training the emerging new workforce. He proposes that ex-

pectancy theory could be used to design training programs with high minority representation. Attention to trainees' expectancies requires not only clarifying the relationship between training and job performance, but ensuring that trainees can *attend* training. Thus, issues such as transportation and childcare cannot be overlooked. With respect to instrumentality of training, on-the-job training (which pays workers while they learn), may be more motivating than classroom training. Finally, attention to valences will result in establishing rewards which have real meaning to trainees. It may be a mistake to assume that participants from different cultural backgrounds will find all rewards equally significant.

Call for Contributions

What *are* organizations doing to train culturally-diverse workforces or to train its members to function in a culturally-diverse environment? If you know of any efforts in this arena, please send reports, proposals, etc. to me at the **Department of Psychology, University of Colorado at Denver, Denver, CO 80217**. Also send along anything else you have which you feel may be relevant. In the next issue, I'll discuss efforts to manage diversity from organizations in the L.A. area. I also hear that **Susan Jackson** is giving a graduate seminar at U.C. - Berkeley on organizational responses to diversity. If I can get more information from my spy network, I'll report on that as well.

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Practice Network

Tom Baker

Welcome to the **Practice Network**! This space is used as a forum for airing and discussing practitioner issues of import and interest. **Practice Network** is one of a select few avenues devoted to facilitating the interchange of information, interests and activities amongst individual I/O practitioners and local practitioner groups.

The **Practice Network** develops based on your input, recommendations and chatter. I am always available to speak with you at (303) 530-8143.

Practice Network was pleased to have an interesting conversation with **Rick Smith**, a member of GM's new Saturn team in Spring Hill, Tennessee. Rick is responsible for the design, management and evaluation of the testing and assessment methods used in the selection of Saturn's production workforce. He has been with Saturn since its greenfield start-up and is directly involved in the team based hiring you may have heard about.

Saturn is composed of 12-18 person production teams. Each team has a "Charter Team Member" (UAW Represented team member) around which the team is literally built. The CTM is given the leadership role for the team. Organizationally, this person has two "Work Unit Modular Advisors" (one union, one non-union) who function as leader/advisors to the production team. Each WUMA has from four to eleven production teams in their reporting structure. Rick said that a critical piece of developing the team oriented hiring process was in laying a solid foundation with the CTMs and the WUMAs prior to implementing this system.

Each production team has some 30 work unit functions which place a high demand on the skill levels of the individual team members and on their team's functioning. These work unit functions include such responsibilities as hiring team members, quality control, purchasing and budgeting of equipment and payroll, scheduling work time and holidays, job rotation, handling discipline and conflict, redesigning the work space and more.

It was apparent going into the selection of Saturn employees that the selection system was going to have to provide not only a broader definition of essential KSAOs but also a unique selection process.

Production teams, utilizing the selection system to hire over 3,000 Saturn employees since 1988, are responsible for all phases of new employee hiring; from recruiting, reviewing apps, initial telephone interviews, reviewing aptitude testing provided by Rick's staff team, performing assessor roles during work simulation/assessment centers, developing

technical questions unique to their production area to be delivered with structured interviews developed by Rick's team, to making the job offers.

Rick said a few key actions have helped to solidify the UAW's participation in the selection system, beginning with the up-front involvement of union and plant representatives in designing the selection system, to providing a highly face valid selection process and keeping a continuing educational role on these issues in the forefront of the production team and UAW leadership agendas.

An interesting testing myth Rick found important to dispel concerned the tendency of some production teams to reject candidates with high aptitude scores. Rick had to convince teams that the relationship between aptitude test scores and job performance is linear not curvilinear.

Rick, working with the University of Tennessee doctoral student **Brad Jensen**, is presently collecting performance data to provide further empirical validation for the Saturn selection model. The criterion measures for the validation project will include peer and CTM performance ratings, training data and other objective performance data. Rick's contact number is (615) 486-5715.

You may know that SIOP is on the list of APA Approved Sponsors of Continuing Education. **Steve Doerflein** co-chairs the Division 14 *Continuing Education and Workshop Committee* with **Elliott Pursell**. Steve reports that although the committee's main products are APA conference workshops, they are now sponsoring a free-standing, non-APA conference workshop, **Introduction to Individual Assessment**, is targeted to practitioners intending to set up a practice in individual assessment. Participants will be expected to have basic competencies in the various aspects of validation research, including job analysis, tests and measurements, performance criteria and organization/business functioning and effectiveness. The workshop will present a detailed coverage of the mechanics and procedures of an individual assessment method for management, supervisor, sales and clerical/administrative jobs. **Introduction to Individual Assessment** will be led by **Erich Prien**, **Gary Hughes** and **Jeffrey Schippmann** and will be held June 27-28, 1991 at the Sheraton International at the Baltimore/Washington Airport. The 15 C.E. credit hours will run \$795 for SIOP members, \$995 for others. Call **Jay Thomas** at (503) 281-8060 to register.

I spent a good deal of time on the phone discussing the effect of our country's recession on I/O consulting firms. **Joe Thoresen** (Cornerstone Human Resource Systems), **John Arnold** (HRStrategies), **John Deleray** (Deleray & Associates) and **Craig Taylor** (Assessment Designs, International, a division of Wilson Learning Corporation) were very considerate in providing the gist of the information presented here and are acknowl-

edged for their involvement in the **Practice Network**.

There are real paradoxes involved in our current economic slow-down, recession or *call-it-what-you-will*. Happily, each of the practitioners interviewed report rosy balance sheets and do not pinpoint the recession as a economic stumbling block for their company. One business strategy which appears to work for most of these consulting practices, making them potentially less vulnerable to being 'axed' by client companies, is a strong, long term commitment the consultants nurture with a relatively small number of loyal clients in an effort to service a variety of their I/O needs. This strategy appears to be helping them weather economic downturns. Client companies are paring down the numbers of different I/O consultants they are working with to concentrate on maximizing impact and lessening the learning curve of the consultants with whom they choose to do business.

There remain some real questions as to whether this is an economic recession (as occur cyclically in the American economy) or a more fundamental change in the business climate due to the globalization of competition, restriction in the size and nature of the workforce, and the decline of work force skills. Whatever your specific economic beliefs, if you are in the external consulting business at this point in time you should not lose sight of your ability to build your business into new areas and the necessity to continuously develop/refine your products. This 'time of transition' creates many windows of opportunity.

One noticeable trend confirmed by our consultants is a shift in focus from incoming new hires to current employees. **Craig Taylor** reports that ADI's assessment numbers remain strong, but have shifted from selection and promotion to developmental assessment activities. He sees his clients as "still committed to spending the dollars, but have changed the focus of where they spend it." He also commented that "if the 80's were the decade of 'Doing More With Less' then the 90's is the decade of 'Doing Even More With Even Less.'" **John Arnold** feels this internal workforce focus will continue for the next two decades as companies rethink and revision recruitment strategies based on high turnover and a plentiful, well-educated workforce. The implications of this fundamental shift, separate from being tied to a episodic business slowdown, are enormous for the field of I/O psychology. Performance management issues and the ability of a company to attract, retain and retrain their workforce are critical considerations for the successful consultant.

An important trend echoed by our interviewees is the establishment of long-term relationships with client companies. Distinctions seem to blur in some cases, such as HRStrategies whose partnership arrangements include sharing development and ownership of I/O products and processes with client companies. **John Arnold** remarks that these unique relation-

ships make for the ideal win-win situation, one in which the client has lower development costs and the consultant rapidly develops a wider range of products or services and normative databases. **John Deleray** finds a strong focus on the business end of his client's business helps distinguish his firm from the competition. John strives to develop a relationship where "they see us as a part of the team to get them through the recession."

Training issues surfaced in many of these conversations. Two main training trends developed; (1) training on the "human side" of quality, and (2) training and retraining employees as business demands change. As the business community continues to expand its attention to developing world class quality products, they have spent a good deal of money employing quality and statistical gurus. **John Deleray** feels the 'lynch pin trends' of quality and customer service lend themselves to training and development growth areas for I/O psychologists. A previous issue of the **Practice Network** expressed the frustration of some internal I/O practitioners who lack tools necessary to staff high-involvement, interdisciplinary work groups. **Craig Taylor**, whose business is primarily in the assessment/selection arena, is utilizing recent R&D time to produce 'teaming issue' staffing tools. According to Craig, important issues for upcoming selection activities will be an increased emphasis on quality orientation and the human side of quality in team members and new team leadership identification strategies and criteria. HRStrategies also is busy assessing clients' current and future workforce needs, and developing strategies to ensure both sets of needs can be met by an incumbent workforce that will be augmented only slightly by new hires. The training and retraining of current employees will become an important component to the ongoing success of any business in the 1990's and beyond. On-site career centers providing constant training for employees and helping to build an enriched and stimulating culture to retrain employees in the upcoming "seller's market" are envisioned by some.

The **Practice Network** is looking for practitioners who are utilizing paired-comparison, analytic hierarchy process of related criterion gathering techniques. The **Practice Network** would like to share your work with other practitioners in the next **TIP**. Who is using these techniques to quantify elusive criterion data, statistically weight subjective criteria and et cetera? Please contact the **Practice Network** at 800-666-8466, leaving a message for **Tom Baker** at Extension 8143.

As always, contact the **Practice Network** by calling **Tom Baker**. I look forward to speaking with you about issues, events, information and *what-have-you* which you feel would be of interest to other practicing I/O psychologists. Contact: **Practice Network, Tom Baker**, Micro Motion, Inc., 7070 Winchester Circle, Boulder, CO 80301. Voice: 303-530-8143, FAX: 303-530-8422.

Associations of Applied Psychologists¹

The following are associations across the nation which provide a forum for professionals with interests in Industrial/Organizational psychology and related topics. Most of the organizations have monthly meetings, annual conferences, training workshops, newsletters and/or networking opportunities.

Atlanta Society of I/O Psychology, Contact: Patrick Devine (President), Department of Psychology, Kennesaw College, 640 Holyrood Way, Alpharetta, GA 30201. (W): (404) 423-6231, (H): (404) 992-0535.

Central Florida I/O Interest Group—An I/O interest group with about 75 members. The group covers the Tampa Bay/Orlando area. Contact: Ed Levine, University of South Florida, Department of Psychology, Tampa, Florida 33620. (813) 974-2492.

Colorado/Wyoming I/O Group, Contact: Peter G. Spanberger, Ph.D., Manager, Denver Office, RHR International, 1700 Broadway, Suite 708, Denver, CO 80290. Phone: (303) 839-1130.

Connecticut Applied Psychology Association (CAPA)—A new applied psychology group which provides a form for professionals with an interest in I/O psychology and related topics. Monthly meetings. Contact: Todd Silverhart or Skip Dalessio, LIMRA International, 8 Farm Spring, Farmington, CT 06032. (203) 677-0033.

(CODESP) Cooperative Organization for the Development of Employee Selection Procedures—A consortium of classified-personnel departments in California public school districts. Three meetings and two training series. Contact: Jan Klein, Coordinator, 6861 Santa Rita Avenue, Garden Grove, CA 92645. Phone: (714) 893-4665.

Great Lakes Assessment Council (GLAC)—An association of public sector agencies in the Great Lakes area interested in assessment. Contact: Steve Nutting, (612) 673-3124.

Greater Chicago Association of Industrial/Organizational Psychologists, Contact: Robert Heller, President, P.O. Box 2960, Chicago, IL 60690, (312) 427-2227.

Houston Association of I/O Psychologists, c/o Vicki Vandaveer, Jeanneret & Associates, 3223 Smith Street, Suite 212, Houston, TX 77006.

MAPAC (Mid-Atlantic Personnel Assessment Consortium, Inc.)—An association of Mid-Atlantic public- and third-sector agencies interested

¹Compiled by Julie Rheinstein, U. S. Office of Personnel Management, (202) 606-2694 for SIOP's External Affairs Committee.

in assessment. Quarterly conferences, newsletter. Contact: Chuck Dougherty, (215) 686-2332.

Metropolitan NY Association for Applied Psychology (METRO), Monthly meetings, newsletter. c/o Joel Moses, 1055 King George Post Road, P.O. Box 357, Fords, New Jersey 08863, (201) 738-0327.

Northwest Conversations—An informal association of assessment professionals in the Pacific Northwest. Annual conference. Contact: Cathy von Somoff, (206) 455-6838.

Personnel Testing Council (PTC)—Arizona, Quarterly meetings, annual conference, newsletter. Contact: Colleen McManus, City of Tempe, P.O. Box 5002, Tempe, Arizona 85280, (602) 542-5522/3534.

Personnel Testing Council/Metropolitan Washington (PTC/MW), Monthly meetings, semi-annual conferences, newsletter. Contact: Deborah Whetzell (202) 342-5000, P.O. Box 1000, Suite 248, Merrifield, VA 22116.

Personnel Testing Council/Northern California (PTC/NC) Monthly meetings, conferences, newsletter. Contact: Bill Donnoe, P.O. Box 621, Sacramento, CA 95812-0621, (916) 486-4317.

Personnel Testing Council/San Diego (PTC/SC), Contact: J. Bradford Sympson, P.O. Box 7811, San Diego, CA 92107, (619) 553-7610.

Personnel Testing Council (PTC) of Southern California, Contact: Cal Hoffman, P.O. Box 875957 T.A., Los Angeles, CA 90087. (213) 265-5323.

Western Region Item Bank (WRIB)—A consortium of public sector agencies sharing an automated written item bank. Annual meetings. Contact: Jennifer French, (714) 387-5613.

Western Region Intergovernmental Personnel Assessment Council (WRIPAC)—A consortium of public sector agencies in California, New Mexico and Arizona with a shared interest in assessment. Contact: Jan Klein, (714) 893-4665 OR Grant Gillfeather, Arizona Department of Public Safety, Personnel Section, P.O. Box 6638, Phoenix, Arizona 85005.

STARTING AN I/O ORGANIZATION IN YOUR AREA

Even though the previously listed organizations are fairly comprehensive in coverage across the country, you may be in an area where a local group is not easily accessible. Several I/O psychologists recently found themselves in such a situation in Hartford, Connecticut. These psychologists all belonged to various local groups before moving to Hartford and felt there was a void in the New England area. As a result they decided to start a group of their own and formed CAPA (Connecticut Applied Psychology Association). Below is a description of what these psychologists did in order to form CAPA.

According to Jaci Jarrett Masztal, one of the founding members of CAPA, mailing lists of various I/O related organizations, such as Division 14, ASPD and Organizational Development (O.D.) Network, were obtained. Surveys were sent to members in the Connecticut and Massachusetts area. The survey asked questions such as if there was interest in 1) joining the professional group, 2) attending meetings, 3) presenting information/research, and 4) receiving a newsletter.

Of the 204 people surveyed, 74 responded positively. From there, the founding group set up small meetings and publicized them. The monthly meetings are informal, from 5 p.m. to whenever they break up. The meeting is set up as follows: 5 p.m. to 5:30 p.m. - socializing; 5:30 p.m. to 6:30 p.m. - presentation; and at 6:30 p.m. a discussion begins.

At the end of the first year a second survey was distributed in order to get feedback and to help plan the next year. The survey asked the members which meetings they attended and for comments on time, location, speakers, as well as for suggestions on future programs and speakers.

The group has no dues, but contributions are requested at each of the meetings. There are two meeting sites - a library and a nearby university. The group did experiment with a dinner meeting and found that attendance was not high, but that it helped solidify the group, according to Ms. Masztal.

Ms. Masztal has the following suggestions for anyone starting a new group: plan the meetings and speakers far enough in advance so members have time to plan; mix the focus of the meetings to include both applied and academic/research topics; and get as many people involved in the planning as possible.



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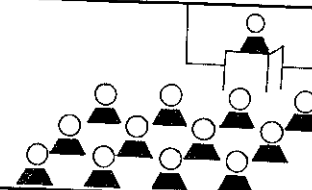
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Meetings



Upcoming Conferences and Meetings

This list was prepared by Ilene Gast for SIOP's External Affairs Committee. If you would like to submit additional entries please write to Ilene Gast at Room 6462, OPRD, U.S. Office of Personnel Management, 1900 E Street, NW, Washington, D.C. 20415, call (202) 606-0388, or FAX entries to (202) 606-1399.

1991

- Apr. 1-6 29th Annual National Society for Performance and Instruction (NSPI) Conference. Los Angeles, CA. Contact: National Headquarters, NSPI, (202) 861-0777.
- Apr. 3-7 Annual Convention, American Educational Research Association. Contact: AERA, (202) 223-9485.
- Apr. 4-6 Annual Convention, National Council on Measurement in Education. Chicago, IL. Contact: NCME, (202) 223-9318.
- Apr. 5-7 12th Annual I/O & OB Graduate Student Convention. St. Louis, MO. Contact: Liz Lane, Department of Psychology, University of Missouri-St. Louis, (314) 553-6278.
- Apr. 25 Society for Industrial and Organizational Psychology Pre-Conference Workshops. St. Louis, MO. Contact: Jay Thomas, (503) 281-8060.
- Apr. 25-28 Sixth Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO. Contact: Ronald Johnson, Chair, (703) 231-6152.
- May 1-3 The 7th International Occupational Analyst Workshop. San Antonio, TX. Contact: Capt. Ron Schrupp: (512) 652-6811.
- May 6-9 19th International Congress on the Assessment Center Method. Toronto, Canada. Contact: Cathy Nelson, (412) 257-0600, ext. 351.

- May 10 Organizational Behavior Teaching Conference. Dearborn, MI. Contact: Dr. Bruce Forintos, (313) 271-0909.
- May 19-23 Annual Conference of the American Society for Training and Development. San Francisco, CA. Contact: Mary Ryan, ASTD, (703) 683-8188.
- June 2-4 Fourth International Conference on Comparative Management. Kaohsiung, Taiwan, Republic of China. Contact: Prof. Victor W. Liu, Dean of College of Management, National Sun Yat-sen University, Kaohsiung, 80424, Taiwan, R.O.C. FAX: 886-7-531-3565; Telephone: 886-7-531-6171, ext. 4505.
- June 13-17 American Psychological Society Annual Convention. Washington, D.C. Contact: APS, (202) 783-2077.
- June 14-17 Psychometric Society and Classification Society Annual Convention. New Brunswick, NJ. Contact: Phipps Arabie, Rutgers, University.
- June 23-26 Annual Conference of the Society for Human Resource Management, (formerly the American Society for Personnel Administration). Cincinnati, OH. Contact: SHRM, (703) 548-3440.
- June 23-27 Annual Conference of the International Personnel Management Association Assessment Council. Chicago, IL. Contact: Ellen Young, IPMA, (703) 549-7100.
- June 27-28 Society for Industrial and Organizational Psychology Workshop on Individual Assessment, Baltimore, MD. Contact: Jay Thomas, (503) 281-8060.
- July 8-12 Second European Congress of Psychology: Cultural Diversity and Integration as a Topic and/or Process in Psychology. Budapest, Hungary, Contact: Second European Congress of Psychology, H-1378, P. O. Box 4, Budapest, Izabella u. 46. Telefax: (35)-(1)-119-5699.
- July 15-20 International Ergonomics Association 11th Congress. Paris, France. Contact: Mme. J. Monnier, Secretariat IEA 91, Laboratoire d'Ergonomie et Neurophysiologie du Travail, 41, rue Gay-Lussac F-75005 Paris (France), FAX (33)1.47.07.59.01.
- Aug. 7-10 Association of Management Annual Conference. Atlantic City, NJ. Contact: Barry Armandi, Management Department, SUNY, Old Westbury, NY, (516) 876-3318.
- Aug. 11-14 Annual Meeting of the National Academy of Management. Miami Beach Florida. Contact: Don Hambrick, (212) 854-4421.

- Aug. 15 Society for Industrial and Organizational Psychology Pre-Convention Workshops. San Francisco, CA. Contact: Jay Thomas, (503) 281-8060.
- Aug. 16-20 Annual Convention of the American Psychological Association. San Francisco, CA. Contact: APA, (202) 955-7705.
- Aug. 19-22 Annual Convention of the American Statistical Association. Atlanta, GA. Contact: ASA, (703) 684-1221.
- Oct. 6-10 International Personnel Management Association. International Training Conference and Exposition. Philadelphia, PA. Contact: IPMA, (703) 549-7100.
- Oct. 10-11 Society for Industrial and Organizational Psychology Workshop on Individual Assessment. Chicago, IL. Contact: Jay Thomas, (503) 281-8060.
- 1992**
- July 19-25 XXV International Congress of Psychology. Brussels, Belgium. Contact: Brussels International Conference Centre, Parc des Expositions, Place de Belgique, B-1020 Brussels, Belgium. Tel: 32-2-478-48-60; Fax: 32-3-478-80-23; E-mail: gery@bleukul11.earn.
- 1994**
- July 17-22 23rd International Congress of Applied Psychology. Madrid, Spain. Contact: Secretariat, Colegio Oficial de Psicólogos, 23 IAAP Congress, Nunez de Balboa, 58, 5, 29001 Madrid, Spain.



Calls and Announcements

Call for Papers

The Society of Industrial and Organizational Psychology (i.e. SIOP) will be publishing a new special volume on such current dilemmas/problems in human resource management as the various manifestations of the work-family conflict, addictive behavior in its various forms (i.e. drug addiction, alcoholism, etc.), emotional disturbance, stress/burnout/alienation, ethical dilemmas, etc. and the loss of work-ethic. The goal of the book will be to focus on these and others of the serious motivational, attitudinal and cognitive problems currently confronting the field of human resource management and to report in considerable detail the types of interventions which have been undertaken in response to these difficulties. The style of the book is intended to be journalistic, rather than academic, (without, obviously, any loss of accuracy) and the goal is to communicate what has been done to those actively working in dealing with these dilemmas in the real-world setting and those planning to do so.

Potential contributors to this volume are asked to write to: **Dr. Abraham K. Korman, Department of Management, Box 507, Baruch College, 17 Lexington Avenue, New York, New York 10010. (212) 447-3573.**

Call for Book Proposals for Test Instruments

The APA Book Program is seeking proposals for volumes in specialty areas consisting of chapters summarizing available instruments for assessing specific constructs, dimensions, attributes, and abilities.

Test and measurement has always been a central area in psychology. Individual differences and the assessments of other personality and behavioral dimensions have also played a critical role in psychology. It has been variously estimated that upwards of 20,000 psychological, behavioral, and cognitive measures are developed each year. Many are not used further after one or two exploratory studies. A small percentage of

these instruments get refined and developed (and go through formal reliability and validity procedures). As a means of helping to identify newly emerging measurement instruments for assessing and quantifying specific attributes and abilities. APA is establishing a book series focused on methods for quantification of specific variables.

Volumes in the series probably will be edited works focusing on specific subareas within psychology. Such volumes might have as few as 12 chapters or as many as 40, depending in part on the specialty area being covered. It is assumed that the individual chapters will focus on a single ability, attribute, or dimension—such that an individual chapter would describe the 2, 3, or 4 measures available for quantifying a given factor, present the reliability and validity data on each instrument, and compare and contrast the instruments with each other to the maximum extent possible.

Please send your proposal (including topic outline and table of contents) and a current *CV* to **Julia Frank-McNeil, Director, Acquisitions and Development, APA Books, 1200 Seventeenth Street, Washington, D.C. 20036.**

1991 International Conference on Self-Managed Work Teams October 1-4, Dallas, Texas

Call for Papers

The University of North Texas and Texas Instruments are sponsoring the International Conference on Self-Managed Work Teams, October 1-4, 1991. We welcome proposals for programs. The proposals may be empirical or theory-based papers, symposia, panel discussions, workshops, case studies, or any type of presentation that will illuminate the subject. Both academic and practitioner-oriented programs may be submitted. Materials should be postmarked no later than May 17, 1991 to meet the deadline for submission. For detailed instructions for programs proposals please contact: **Dr. Douglas Johnson or Dr. Michael Beyerlein, Department of Psychology, University of North Texas, P.O. Box 13587, Denton, TX 76203-3587, Phone: (817) 565-2671.**

Call for Manuscripts and Reviewers

The *Journal of Socio-Economics* was established in 1971 for the purpose of encouraging interdisciplinary work in the social and behavioral sciences on topics traditionally addressed by economists.

The journal is interested in manuscripts that broaden, deepen, or alter understanding of economic issues, broadly conceived, by using insights and methods from other social and behavioral sciences. The *JSE* particularly encourages manuscripts that include in their accounts of behavior both standard economic factors and explanatory variables usually associated with other disciplines. It also seeks to broaden its list of reviewers of manuscripts from disciplines outside economics.

Psychologists can contribute manuscripts on the behavior of consumers, workers, or managers; motivation, perception, or decision processes in economic contexts; effort or leadership in economic organizations; the effects of values, attitudes, and beliefs on the use of scarce resources; and other relevant topics. They can also contribute by offering to review manuscripts in their areas of expertise.

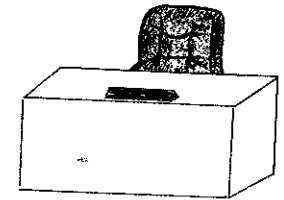
Manuscript submissions should be sent to Richard E. Hattwick, editor, *JSE*, College of Business, Western Illinois University, Macomb, IL 61455. Psychologists willing to review manuscripts should send a curriculum vitae to the co-editor for psychology, Paul C. Stern, National Research Council, 2101 Constitution Avenue, N.W., HA184, Washington, DC 20418.

Special Issue: Organizational Theory — 2000

Proposals are now being accepted for original works to be included in a special issue of the *International Journal of Public Administration*. This issue, to be edited by Robert T. Golembiewski and Karl Kuhnert of the University of Georgia will address the broad topic of Organizational Theory — 2000. If you are interested in having a piece considered for inclusion in the volume, please submit a concept paper of 500 to 1000 words in length to Karl Kuhnert, Department of Psychology, University of Georgia, Athens, GA. 30602. Deadline for proposals is October 1, 1991.

Positions Available

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CONSULTANT OR SENIOR CONSULTANT. Personnel Designs, Incorporated is a full-range human resources consulting firm with offices in Detroit, Houston, Stamford, and Hartford. Across the offices, Personnel Designs has one of the largest complements of Industrial-Organizational Psychologists in the nation. Our business spans a range of industry groups, including the manufacturing, electronics, retail, transportation, pharmaceutical, petroleum, health care and entertainment industries. We work in both the public and private sectors. We are seeking Ph.D. or Master's level I-O psychologists who have strong writing, presentation, psychometric and statistical skills. Initial job duties would depend upon previous experience, and would include participation in a range of activities associated with the construction and implementation of selection systems (e.g., test development, test validation, interview construction and training, assessment center design), performance appraisal systems, career developmental programs, compensation programs, and attitude surveys. Advancement potential within the firm, commensurate with performance and ongoing development of skills. Salary competitive. Send resume to: **Dr. John D. Arnold, Vice President, Personnel Designs, Incorporated, P.O. Box 36778, Grosse Pointe, MI 48236.**

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HUMAN RESOURCES RESEARCH INTERNS. BellSouth Corporation, a leader in the telecommunications and information industry, is currently accepting applications for Pre-Doctoral (3rd and 4th Year) Industrial/Organizational Psychology internships. These positions provide an excellent opportunity to conduct applied research, develop various human resources programs, and gain insight into the environment of a major corporation while interacting with a large staff of I/O Psychologists. The internships are full time and are normally six months in duration. All positions are located in Atlanta, Georgia, with several internships becoming available January and July.

Qualified applicants should be enrolled in an I/O Psychology doctoral program, and have completed a Master's degree or equivalent (i.e., admitted to doctoral candidacy). Applicants should possess strong research and analytical skills as well as good written communication skills. Expertise in computer skills (SAS, SPSS, PC) is highly desirable.

Interested graduate students are invited to submit a cover letter, vita, and two letters of recommendation to: **Dan Whitenack, Ph.D., Human Resources Research, BellSouth Corporation, 1155 Peachtree Street, N.E., Room 13D03, Atlanta, Georgia 30367-6000.**

BATTELLE'S Human Affairs Research Centers announces an opening at the senior management level for the Director of the Human Factors and Organizational Effectiveness Research Center. Battelle is an independent research and technology organization with 8000 employees in 40 locations around the world. Its Human Affairs Research Centers (HARC) were established 20 years ago to be the focal point of Battelle's behavioral, social, and policy science research center. HARC is headquartered in Seattle, Washington, with offices in Washington, DC and London, UK. HARC's staff is currently over 150 staff members, and it has experienced rapid growth over the past several years.

The Human Factors and Organizational Effectiveness Research Center is HARC's largest research center, with over 50 people conducting diverse research and technical assistance/applications programs. The programs emphasize ergonomics and cognitive science, training and assessment, crew performance, command and control systems, organizational diagnosis and assessment, leadership and management develop-

ment, and other related activities for both government and industrial clients. Staff is comprised primarily of professionals with Ph.D and M.S. degrees, and backgrounds in human factors, experimental psychology, social psychology, industrial/organizational psychology, organizational sociology, political science, computer science, scientific-technical communications, and engineering.

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Send cover letter and resume to: **Dr. Kerry Levin, Westat, Inc. 1650 Research Blvd. Rockville, MD 20850.**

CONSULTANT/PROJECT MANAGER. Organizational Effectiveness Consultants (OEC) is a broad-based human resources consulting firm located in downtown Chicago. We consult to a variety of companies, ranging from mid-sized to the Fortune 500, in the areas of personnel selection, opinion surveys, alternative compensation, management/employee development and strategic human resources planning. To meet the demands of our rapidly growing client base, we are seeking a consultant to assume total project responsibilities in the above disciplines. The ideal candidate will have a Ph.D. in I/O Psychology or a related field, have worked at least two years in a private, corporate environment, and have experience managing professional staff. OEC prides itself in maintaining a staff with corporate experience as well as advanced degrees. Candidates must possess strong writing and oral presentation skills, a strong quantitative background and the ability to work in a fast-paced environment and meet multiple deadlines. Salary is commensurate with experience and background. Send resume and salary history to: **George M. Langlois, Ph.D., President, Organizational Effectiveness Consultants, 216 S. Jefferson Street, Suite 201, Chicago, IL 60606.**

ORGANIZATIONAL RESEARCH CONSULTANT. The Department of Organization Research and Development at Kaiser Permanente has contract work opportunities for consultants experienced in conducting quantitative research in an organizational setting. Consultants would work as external contractors on a project-based, as-needed basis. Applicants should have a Ph.D. in industrial organizational psychology, organizational behavior, quantitative psychology or a related field as

well as at least 2 years of research experience in an applied setting. It is especially important that applicants have had experience in all phases of employee attitude surveys (i.e., survey development, implementation, analysis, feedback and action planning). The position requires developing research designs and instruments that will allow for the collection of information specific to the needs of internal clients. Projects include (but are not limited to) training needs assessment, selection, validation, recruiting studies, skills assessment, program evaluation, research on innovation and technology implementation, customer service surveys, internal service assessments, and climate surveys. Applicants should be well versed in research methods, and qualitative and quantitative statistical analysis. Excellent written and verbal communication skills are also required. Send resume and writing samples to: **Kristen Gregory, Ph.D., Director of Research, Kaiser Permanente, Organization Research and Development, 3505 Broadway, Suite 1003, Oakland, CA 94611.** We are an EEO/AA Employer. Minorities, women, handicapped and veterans are encouraged to apply.

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